

CITY OF GRINNELL COMPREHENSIVE PLAN 2004



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Letter from the Mayor

The 150th anniversary of Grinnell is a time to reflect on our past and look to our future. The 2004 Comprehensive Plan recognizes the accomplishments and investments of our predecessors. It celebrates our historic built environment and our prairie past. The plan creates a vision for the future, yet its flexibility allows for new ideas and opportunities to emerge over time.

Grinnell retains many small town characteristics that contribute to our quality of life, such as friendliness, an easy pace and security. A wholesome and stimulating place to live, Grinnell has been named in several publications as one of the best small towns in the country. This plan attempts both to protect and enhance Grinnell's small town character and to respond to the needs of our cosmopolitan citizens and guests.

The 2004 Comprehensive Plan focuses on giving shape and identity to our neighborhoods and integrating them into the larger community. Grinnell is constantly evolving, and the plan challenges us to consider the interests of the community as we make individual choices for the future.

The purpose of this plan is to articulate goals, objectives, policies and a design for guiding growth and improving the physical aspects of the community. The Comprehensive Plan Committee has worked diligently to develop a progressive plan for the next 20 years. Now that the plan has been adopted, we all will work together toward its implementation.

Sincerely,

A handwritten signature in black ink that reads "Gordon Canfield". The signature is written in a cursive, flowing style.

Gordon Canfield, Mayor



Resolution Adopting Plan

RESOLUTION NO. 2667

“RESOLUTION ADOPTING COMPREHENSIVE PLAN 2004 FOR THE CITY OF GRINNELL, IOWA.”

WHEREAS, a comprehensive plan is a statement of goals, objectives and policies for improving a community and preparing for future growth, and

WHEREAS, the 1991 Comprehensive Plan no longer reflects current conditions and thinking about future development, and

WHEREAS, the comprehensive plan committee has held public meetings, has studied community needs and has drafted a new comprehensive plan, and

WHEREAS, a public hearing on the final draft of the new comprehensive plan was held on Monday, June 7, 2004 and no objections, written or oral, were received,

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF GRINNELL, IOWA, THAT:

The 2004 Comprehensive Plan be adopted by the City Council of the City of Grinnell to supercede all previous plans and to provide a basis for decisions regarding improvements to the community and the regulation of land use.

Passed and approved this 7th day of June, 2004.

Gordon Canfield, Mayor

ATTEST: _____
Cassie Hage, City Clerk

The Comprehensive Planning Process and Citizen Participation

In August 2001 the Grinnell City Council decided a revision of its ten-year old comprehensive plan was necessary to reflect current conditions, to add areas for growth and to include new ideas about the city's future. The comprehensive plan committee, comprised of the city council's three-member planning committee and the seven-member planning and zoning commission, was formed to prepare a new plan; Debra Martzahn, AICP, was hired as a consultant.

The committee reviewed reports covering community design and aesthetics, geography, history, population, housing, economics, community facilities and services, natural environment and utilities, transportation, and land use. Summarized in this document, the full reports are available at the city office. Public meetings were held to discuss each of the reports and to develop related goals, objectives, policies and recommended actions. The Grinnell Herald-Register provided excellent coverage of the planning process. In addition to publicizing the meetings in the local paper, city staff mailed agendas to the mayor and city council members, leaders of community organizations and to citizens known to have particular interest in the topics. All of the planning work was available to the public online throughout the process.

The plan document was drafted and a future land use map was created as an illustration of the plan's concepts. The committee recommended the documents to the city council for adoption in May 2003.

The Comprehensive Plan Committee Members:

Jerry Adams
Rita Baustian
Jeff Dickey-Chasins
Shannon McNaul
Harold Moyer

Randy Reavis, Chairperson
Stan Stewart, Vice-chairperson
Steve Witt
Byron Worley

Past Members: Monica Chivez-Silva, Mike Pifer.

The Staff:

Russell Behrens, City Manager
Ted Clausen, former City Manager
Duane Neff, Director of Building and Planning
Cathy Riley, Building and Planning Assistant

Mayor:

Gordon Canfield

The Grinnell City Council:

Peggy Elliott
Shannon McNaul
Jim White

Larry Wilson
Steve Witt
Byron Worley

History

“Go west, young man, go west” was the famous advice that Josiah Bushnell Grinnell heard from Horace Greeley in the early 1850’s. Grinnell, a young minister from New York City, decided that Iowa was a good state for easterners to settle because it was a free state, where slavery was prohibited. Upon arriving in Iowa he sent out an expedition party to select a site for a new community. The expedition party recommended an area known as Lattimer’s Grove. It was described as being the best prairie ever seen -- well watered, 400 feet above the Mississippi River and on a natural line on which a north-south railroad should be built. After visiting the site, Grinnell purchased the quarter section bounded by First and Sixth Avenues and East and West Streets, at a cost of \$1.25 an acre. By constructing the community’s first dwelling, Grinnell established the settlement, which became incorporated several years later in April 1856 as the city of Grinnell.

The new community grew steadily, settled primarily by hearty New Englanders of a strong abolitionist and temperance persuasion. Early on, the city of Grinnell became an educational and cultural center. By 1860 the city boasted a two-story school building, a college building and its first permanent church structure. Iowa College in Davenport merged with Josiah Grinnell’s “university” in 1859 to become Grinnell College.

At the same time, early industries were developing, including the Morrison Glove Factory in 1856 and the Morrison Tannery in 1859. In the early 1900’s, Grinnell was widely known as the home of the Spaulding Manufacturing Company, maker of buggies.

In 1882, a tornado devastated the city, killing 100 residents and injuring many more. In 1889, a fire destroyed the bulk of the city’s business district. Within six months of the fire, the majority was rebuilt.

As predicted, the railroad came to Grinnell with north-south and east-west routes. Near the turn of the century, the railroad companies constructed Lake Nyanza to fill their need for a water source. Arbor Lake was constructed as a water source for steam heat used through the downtown and campus. The lakes, used at one time as a source of fresh and soft water, continue to be valued for their recreational and aesthetic value and the habitat they provide.

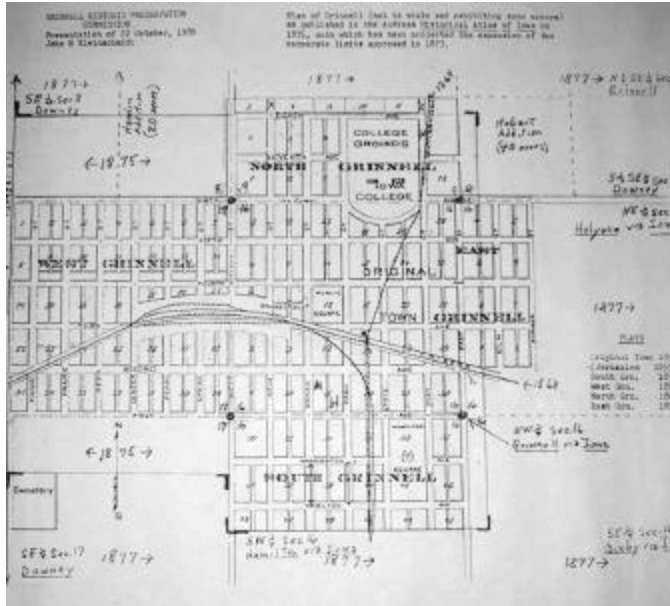
Grinnell has many excellent examples of 19th and 20th century architecture. Several individual structures and a large portion of the central business district are listed in the National Register of Historic Places (see the plan’s Community Design and Aesthetics Report). The bank at the corner of Fourth Avenue and Broad Street, designed in 1914 by Louis Sullivan, is nationally recognized as a prime example of prairie school architecture, as is the Ricker House at Tenth Avenue and Broad Street, designed by Walter Burley Griffin and Mary Mahoney Griffin.

The old Spaulding buggy factory will be restored to house a transportation museum.



Community Identity and Design

Grinnell's identity and design are products of its past as well as what it is and offers today. The city's original plat established a form that still defines the community. The grid street pattern, short block lengths, and deep lots ranging from 25-foot wide in the "Jerusalem" subdivision to the more typical 75 feet, were most likely ideas the city founders brought with them from the east coast. Distinguishing features established in Grinnell's early days include Central Park, the college curve, and the intersecting railroad tracks.



This plan, part of the John Kleinschmidt collection in the Grinnell College archives at Burling Library, depicts 19th century Grinnell.

Because Grinnell has grown slowly in the last several decades, it has avoided many of the pitfalls that have befallen faster-growing communities. Planning now for community design will help to maintain the qualities the residents cherish and to develop others, regardless of the amount of future growth.

Entrances and the City's Edge: Because the first and last impressions of a city are formed upon entering and departing it, the entrances to Grinnell have an important impact upon visitors, potential clients and future residents. More importantly, the entrances are part of the environment in which residents of the community often travel. Improvements in signage and landscaping have helped to enhance Grinnell's entrances.

An easily identifiable edge to a city that distinguishes between its urban uses and the surrounding rural countryside helps to preserve the character of both and to give definition to the city. Preventing sprawl of urban uses into surrounding farmland is especially important to preserving a distinct city edge. Grinnell fought sprawl in the 1990's by annexing development just outside the city's perimeter. Current city policies discourage new subdivisions within two miles of the corporate limits by: 1) refusing to extend services beyond the corporate boundary; and 2) requiring subdivisions to connect to city services. Grinnell officials have expressed a desire to work with Poweshiek County in controlling rural development near the corporate boundaries.



Main Street is typical of the traditional Grinnell streetscape -- front doors and porches face the street, sidewalks and trees line the parkway. This short block combines multi-family and single-family homes.

Streets and Streetscapes: Approximately 13% of land area within the city is devoted to public right-of-way (i.e. streets, alleys, parkways between the street and sidewalk, and sidewalks), and consequently it provides great opportunity for the city to impact community design. The vast majority of Grinnell's streets are public; a few developments opted for private streets because they could be built to a lesser standard, were cheaper to construct and required less land area. Buildings on private streets do not have a presence that contributes to the community in the same way that buildings on public streets do. Private streets generally do not have sidewalks. Public streets, but not private streets, provide connections between neighborhoods, allowing for the natural flow of cars and pedestrians throughout the community.

Older neighborhoods of Grinnell have alleys, most of which are unpaved and a low priority for maintenance and snow removal. In other communities, alleys are popular again as a place for a neighborhood's necessary, but unattractive, elements (such as garage doors, utility boxes, trash and recycling bins), and as a second means of access for emergency vehicles and repair equipment. Locating utilities in alleys frees up the parkway for tree planting.

Parkways provide separation between the roadway and the sidewalk. Plantings in parkways, especially shade trees, relieve the visual tedium of pavement, help to define public space and provide protection, comfort and interest for persons on the sidewalks. Especially along Highways 6 and 146, the parkway has been sacrificed to an excessive number of driveways and head-in parking, or for ease of maintenance has been paved with concrete. This arrangement is not friendly to pedestrians or bicyclists. Landscaped parkways create calmer, safer streets for pedestrians and invite drivers to stop and get out of their cars.

Narrow roadways, short blocks (frequent cross streets) and sharp corners were typical of Grinnell's original paved streets. Trends toward wider, longer streets are not as conducive to walking or interactions among neighbors on adjoining blocks.

Effective sidewalk systems are connected, continuous and sufficiently wide to promote active street life. Grinnell's sidewalk network, though complete and in good condition in many areas, has gaps, dead-ends and many sections in need of repair.

Parking Structures and Parking Lots: In the past, vehicles were stored in carriage houses at the back of lots. Gradually, vehicles and their accommodations have moved to prominent positions in neighborhoods, often to the point of dominating the view from the street,

obscuring the principle buildings, and preventing residents from monitoring activity in front of their homes. Because they are not destinations for people, garages and parking lots do not have the same appeal as storefronts and houses.

Trees: Residents of early Grinnell lined the streets and filled the parks with trees. The trees gave a settled appearance, but also provided positive environmental effects of cooling shade and wind reduction. Disease, street widening and age have taken a toll on Grinnell's tree population over the years. The city sponsored a tree distribution program in response to the Dutch elm disease epidemic in the 1970's, and in the early 1990's the city adopted a landscape ordinance that requires tree planting with all new development. Also in the last decade Grinnell has used grants, memorial gifts and donations from local organizations to obtain hundreds of trees for public property. Street trees in parkways are city property, and the city spends considerable money every year to maintain these trees and remove them when necessary. Officials are reconsidering current ordinance language that discourages tree planting in the parkways.

Signs: Signs and other franchise branding threaten Grinnell's uniqueness, as structures and signage crop up here that are identical to those in nearly every community across the country. Proactive communities have demanded and received better treatment, and franchises have tailored their buildings and signs to the image of the community.

Carefully designed signs not only convey information, but make a desired impression. Grinnell's current ordinance restricting the size and characteristics (other than content) of signs has been weakened over the years by variances, amendments and interpretation.



A stone monument sign identifies Merrill Park to those driving up Broad Street.

Lighting: One of the assets of living in rural Iowa is the view of the night sky. The stars that can be seen above Grinnell on a clear evening are especially awesome to visitors and residents who come from urban places where lighting washes out any possibility of stargazing. Lighting fixtures that shine up into the sky as well as on the place they intend to illuminate not only waste energy, but threaten to diminish Grinnell's night sky and compromise the quality of observations by Grinnell's professional and amateur astronomers. In addition, if not properly directed, bright security lights installed for the protection of private property are an intrusion and nuisance to neighbors.

Institutions: Architecturally significant public buildings and institutions in prominent locations (e.g. at the top of a hill or as the focal point at the end of a street) create a sense of place

for their neighborhoods and community. The buildings themselves are expressions of the value residents place in their community and the services it provides. Grinnell residents have the opportunity to create new landmarks as they join together to provide adequate space for the city's safety and library programs.

Mixed Use and Higher Density: Higher density in development promotes energy conservation, environmental quality, and land preservation. It facilitates transportation between uses. Sufficient concentration of stores and residences in the downtown makes for an interesting destination and generates activity needed to support businesses. Grinnell's early development was fairly compact, with adjoining two-story buildings in the downtown and residential neighborhoods with lots averaging a quarter acre. New residential lots are about the same size, but recent, commercial and industrial developments have been more land consumptive. Commercial and office uses along Highways 6 and 146 South are separated by much space in front and between, and all have separate driveways. This pattern wastes valuable highway frontage and makes pedestrian access more difficult. New industrial buildings and parking lots occupy only a portion of their 10-acre sites.

Many people in Grinnell enjoy being able to walk and bicycle to the store, to work and to school. A compatible mix of uses in neighborhoods results in shorter commutes and less reliance on automobiles. Integration rather than separation of work places and residences generates activity throughout the day and evening, resulting in livelier and continuously monitored neighborhoods. Businesses and public facilities adjoining residential neighborhoods serve visitors and passersby, welcoming them into the community. A mix of single-family, duplex and multi-family housing types allows for inclusion of different income and age groups, avoids monotony in design and replaces density lost though declining average household size, so more fully utilizes existing infrastructure. Good and bad examples of mixed use exist in Grinnell, with the difference being in the sensitivity of site design and characteristics of the uses, which can be regulated.

Public Art and Artful Public Spaces: Parks and public spaces provide a variety of design opportunities for landscaping and as locations for public art. Professional and student artists and designers in Grinnell are wonderful resources who could be consulted in the development of new facilities and of smaller-scale projects that involve public expenditure.



This Walter Burly Griffin fountain stood on the corner of Central Park. Tall elm trees provided shade without blocking views.

Population

Grinnell grew to reach a population of more than 9,000 residents by the year 2000. In the last two decades, however, the rate of growth has been slow. In the 1990s a 2% population growth in Grinnell compared with 5.4% for the State of Iowa and 13.2% for the United States.

Census figures for Grinnell include the Grinnell College student population. Although it fluctuates from year to year, at the time of the Census 2000 it was approximately 1300. The influence of the college students is apparent in the age distribution table below, which shows nearly 20% of the city's population in the 18-24 year-old category. Grinnell also has a large over 65 population; its 18.5% in this category compares to 12.4% nationally. Grinnell's median age in 2000 was 35.1 years.

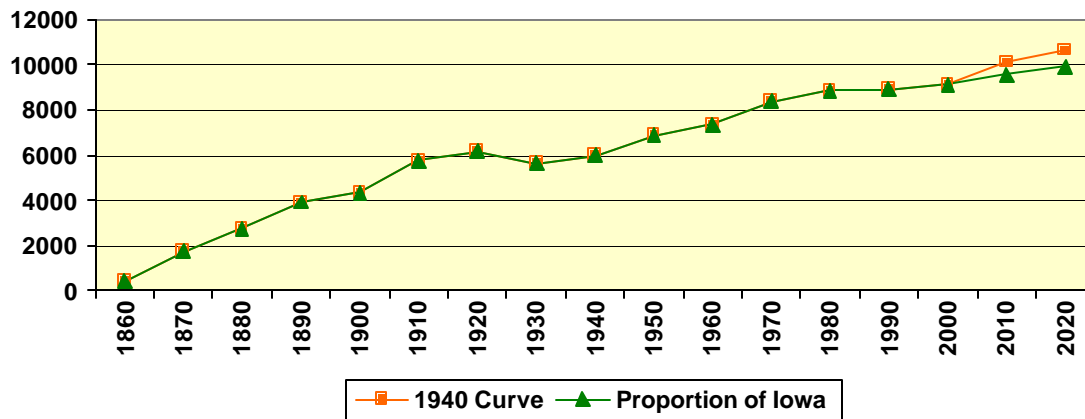
Age Distribution of Grinnell Population-2000

Total	Under 18	18-24	25-44	45-64	65 and over	Males per 100 females-all ages	Males per 100 females-18+
9105	20.5%	19.9%	22.2%	19%	18.5%	85.6	80.7

Source: American Factfinder at <http://factfinder.census.gov/>

A population projection for Grinnell based on growth since 1940 suggests a 17% total increase in the next 20 years for a 2020 population of over 10,600. A second projection calculated as a percent of Iowa's expected growth, predicts a 9% total increase in the next 20 years, for a 2020 population of approximately 10,000.

Population Projections



Year	2005	2010	2015	2020
1940 Curve	9,848	10,116	10,382	10,647
Proportion of Iowa	9,393	9,559	9,736	9,920

Source: Census Information from American FactFinder <<http://factfinder.census.gov/>>; Projections by Wanlin Liu '02, Grinnell College.

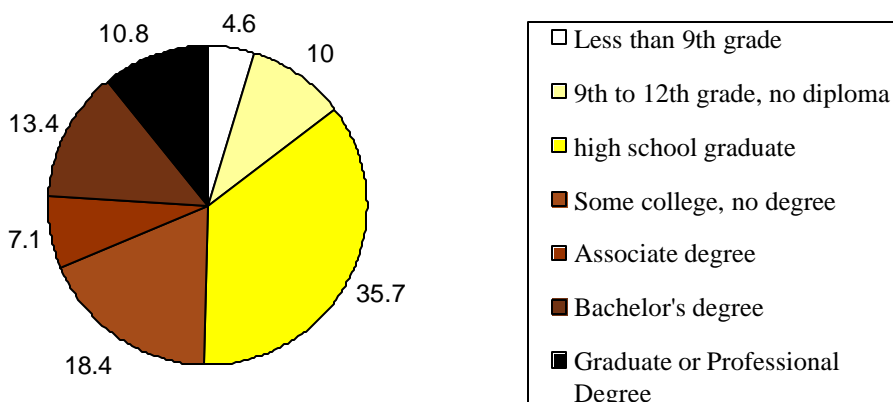
The racial mix of Grinnell's population changed slightly since the 1990 census. The proportion of non-white population increased from three to five percent in 2000. Nationally, 25% of the 2000 population was non-white; in Iowa 6.1% was non-white. The percentage of Hispanic or Latino (of any race) increased to 1.5% of the Grinnell's population in the year 2000. Of Grinnell residents five years and over, 94.8% spoke only English at home; most of the 5% who spoke a language other than English at home also spoke English "very well." German (27%), Irish (15.2%) and English (14%) are the most common ancestries among Grinnell residents.

The average number of persons per household has steadily declined in recent decades. Census 2000 showed that 1,316 persons in Grinnell (mostly college students) lived in group quarters. The rest of the population lived in a total of 3,498 households, an average of 2.23 persons per household. The 2,279 (65.2%) owner-occupied housing units averaged 2.37 persons; the 1,219 renter-occupied units averaged 1.96 persons. In over a third of Grinnell's households in 2000, the householder was living alone; about half of those living alone were over 65 years of age.

At the time of the 2000 census two-thirds of Grinnell's population 16 years old and over were in the labor force. In 77.3% of families with small children (under six years of age), all parents were in the labor force. Grinnell's mean travel time to work was 11.8 minutes, with a high percentage (19.3%) walking compared to Iowa as a whole (4%), and with more use of "other" means of transportation (3.4%) than in Iowa generally (0.9%).

Grinnell's distribution of household incomes showed higher than statewide percentages in the lowest categories. Grinnell also had consistently higher percentages of families and individuals living in poverty (e.g. 8.9% of Grinnell families compared to 6% of Iowa families).

Educational Attainment - % Population 25 and older



Source: Census 2000 Table DP-2, Profile of Selected Social Characteristics: 2000,
http://www.silo.lib.ia.us/specialized_services/datacenter/

Housing

According to census information, from 1990 to 2000 Grinnell's housing stock increased by 318 units to a total of 3,725. As Grinnell's population grew by only two percent (203 persons), the nine percent growth in housing started to address the pent-up demand and the continuing trend towards smaller households. A combination of local efforts and a robust economy led to the development of several subdivisions and a significant amount of new housing construction from 1997 through 2001. At the time of the 2000 census, the 6% vacancy rate (227 units) was nearly twice the rate found in the 1990 census. Homeowner vacancy still was a very low 1.2%; rental vacancy was up to 7.3%.



This house exhibits features typical of traditional Grinnell homes.

The trend toward smaller households is likely to have as much effect on the need for housing in Grinnell as the modest population increases that are projected. Given that Grinnell's average persons per household has dropped from 2.84 in 1990 to 2.3 in 2000, average household size of 2.0 and 1.8 seem to be reasonable estimates to use in projecting housing needs 10 and 20 years from now.

Housing Demand Forecast

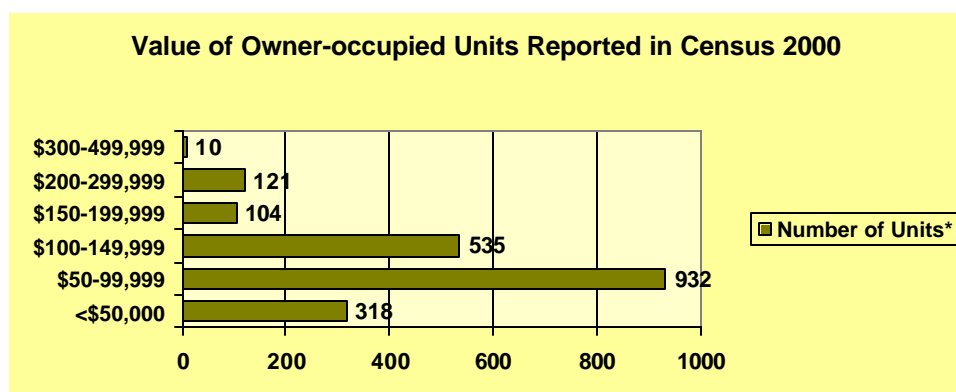
	2000	2010*	2020*
Population	9,105	10,116	10,647
Desired # of units	3,575	4,567	5,356
Units available in 2000	-3,725	-3,725	-3,725
Desired increase		842	1,631

***Uses the 1940 curve projections from the Report on Population, 2002.**

Both in 1990 and 2000, the censuses found 71% of Grinnell's housing stock was comprised of single-family homes. With the construction of two large apartment complexes, the city's calculated percentage of single-family had dropped to 66% by 2001. The 2000 census reported that Grinnell's housing units were two-thirds owner-occupied and one-third rentals.

Traditionally, most of Grinnell's owner-occupied homes have been detached, single-family. Increasingly, condominium apartments, townhouses and two-unit condominiums are

being built. They provide added choice for homebuyers, especially the elderly, since most are associated with the Mayflower and St. Francis Manor retirement complexes. Changing characteristics of Grinnell's population indicate a growing market for lower-maintenance owner-occupied housing for younger residents as well. Many single-parent families, two-income families, and single adults who may prefer home ownership, do not have the time or ability to maintain large houses and yards, even if they are able to afford them. In 2000 half the owners spent less than 15% of their income on monthly owner costs, but for nearly 14 percent, monthly owner costs equaled or exceeded 30% of their income.



*The total "specified owner-occupied units" was 2,020.

Source: Table DP-4, Profile of Selected Housing Characteristics, Census 2000, U.S. Census Bureau, http://www.silo.lib.ia.us/specialized_services/datacenter/, June 2002.

The median rent for all units in 2000 was \$439. Over one-fourth of the renters paid 30% or more of their household income in gross rent. Currently, Grinnell Low Rent Housing Authority assists 134 low-income city and county residents by subsidizing rents so they do not exceed 30% of the householders' income. Grinnell Area Housing, a non-profit organization, owns and manages 114 subsidized units for elderly and disabled and 17 units for chronically, mentally ill. An additional 80 Rural Development subsidized units are available in Grinnell.

Since 1990, Housing and Urban Development (HUD) with assistance from tax credits constructed 90 apartment units in Grinnell, of which 45 qualify as program housing units. In the same time period, HUD funds also were used to construct seven owner-occupied houses and Rural Development funds built 48 rental units.

Preservation of existing housing is of particular importance in Grinnell because the large stock of older, well-maintained homes provides quality housing at affordable prices and contributes to the community's character and attractiveness. Appreciation for older homes and limited choice in housing during the 1990s were two incentives for housing rehabilitation. The city encouraged improvement in the condition of housing by offering tax abatement on home improvements, by participating in a federal housing rehabilitation program, and through buying and demolishing dangerous and dilapidated properties.

Natural Environment and Utilities

Grinnell is on a high point situated between the valleys of the Iowa River and the North Skunk River. Part of the Iowa River, the north fork of the English River begins several miles to the southeast. The North Skunk River is eight miles southwest of Grinnell.

The central part of the city of Grinnell is at an elevation of 1,020 feet. Its topography is level to moderately sloping (0-10%), gradually descending in all directions towards the perimeter. A minimum slope of 0.5% is desirable to ensure good drainage; the cost of improvements rises sharply when slopes exceed 10%. Slopes of greater than 10% are common to the west of the city, generally following the drainage ways; very few slopes in the area are severe enough to prohibit development.

The character of the land surface in and around Grinnell is the result of glaciers depositing large amounts of topsoil, and of erosion by wind and water. Grinnell is surrounded by prime farmland. Much of the soil in and around Grinnell has “severe” limitations for building site development due to wetness and shrink-swell potential. Muscatine soil, which covers half of the land within Grinnell’s corporate boundaries, presents problems for excavations, basements and local streets. Special consideration in construction of foundations to allow for drainage has compensated for these problems in previous development.

Although there are few remnants of the tall grass prairie that once flourished in the Grinnell area, the prairie past is evidenced by the Muscatine silty clay loam on flat upland areas and the Tama silty clay loam on 2% to 5% slopes. Both soils developed beneath grassland vegetation within the last 8-10 thousand years. Native plants were and still are extremely important for holding soil and filtering water.

Settlers began to develop the urban forest from the time they first came to Grinnell. Continuing investment in tree planting and maintenance ensures higher environmental quality and a more pleasant habitat for the future. Street trees planted in the parkways (between the curb and sidewalk), although expensive for the city to maintain, are highly valued by Grinnell residents.

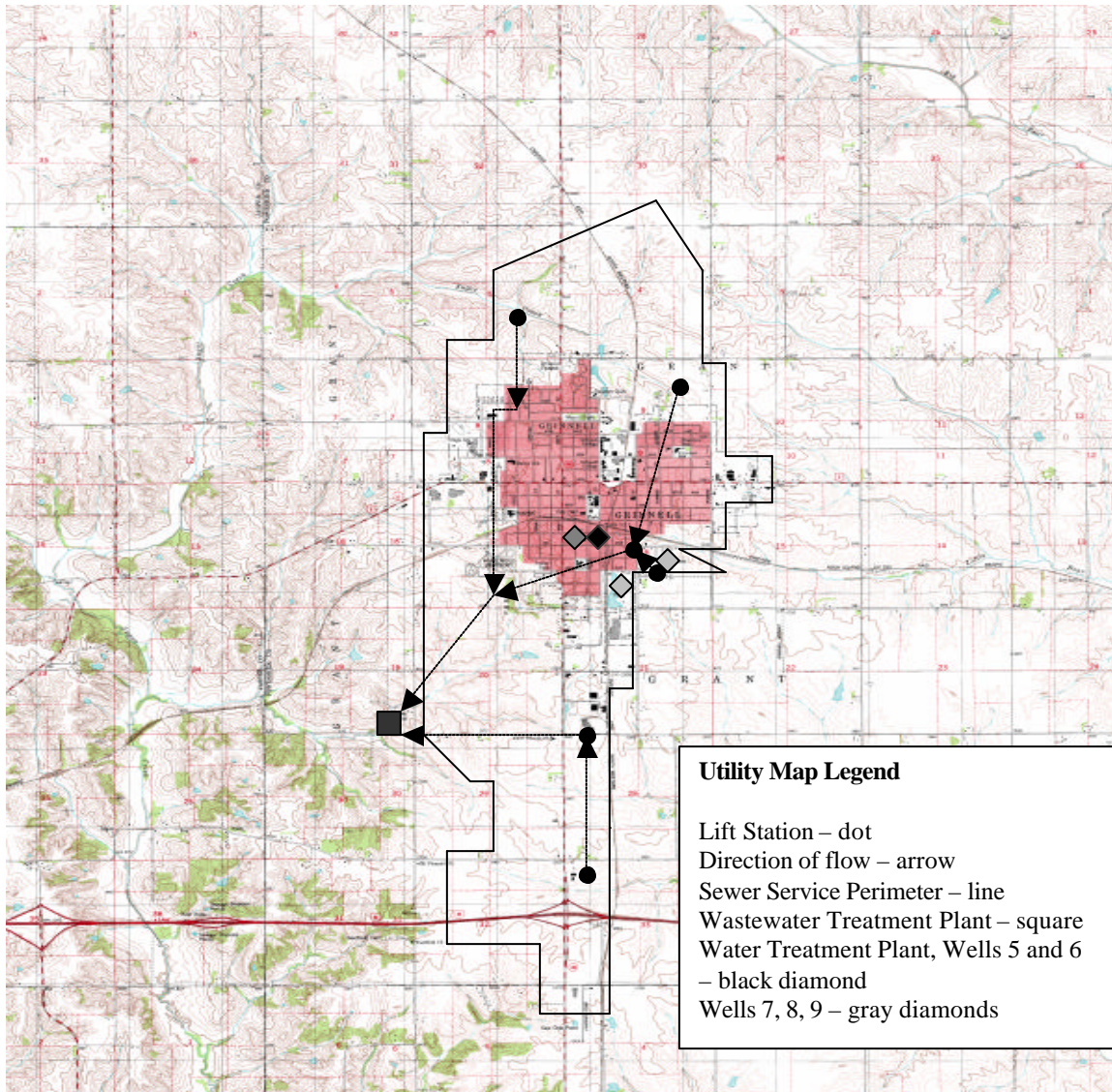
Grinnell has two lakes. Arbor Lake was constructed in the late 1880s as a water source for steam heat provided to the downtown. Lake Nyanza was constructed at about the same time to provide the railroads with a fresh water source for their steam engines. The lakes have been used for various types of recreation. Soil erosion and urban runoff, including lawn chemicals, cause sedimentation in the lakes and damage water quality. A recently obtained grant will assist in cleaning up Arbor Lake. To protect the future of the lakes, individual homeowners and businesspeople must help in addressing long-time environmental problems in the watershed.

Wastewater: Grinnell’s topography has influenced how city sewer service is provided to its residents. Sewage (water that has been used by residents, commercial and industrial establishments) flows by gravity through a collection system to the treatment plant at a lower elevation southwest of Grinnell. To the north and to the south of the city, lift stations pump sewage to higher elevations where it can flow to the treatment plant by gravity.

Ideally, the sanitary sewers handle only sewage, and storm water (rain) flows exclusively into a separate storm sewer system. In reality, storm water leaks into the sanitary sewer or enters through sump pumps and footing drains in basements and foundations, causing the system to flood in extremely wet weather. Having completed major improvements to the sewer, the city continues efforts to remove inflow and infiltration from the existing collection systems.

The wastewater treatment plant has sufficient capacity for anticipated growth in the next 20 years, but is already 16 years into its 25-year life expectancy. A new plant and other improvements will be financed either with cash on hand or by private developers. Fees charged for sewer and water service are kept in a separate fund to ensure that money will be available for maintenance and improvements.

Location Map of City-Owned Utilities



Source of map: Iowa Geographic Image Map Server at <http://ortho.gis.iastate.edu/index.html>.

To serve future growth, gravity sewers can be extended to the large undeveloped area on the west side of the city. The south lift station can serve the area to Grinnell Mutual Reinsurance, and nearly $\frac{3}{4}$ mile west of Highway 146. The lift station located north of Sixteenth Avenue near the creek bed west of Highway 146 is positioned to serve an area of undeveloped land north of Grinnell that could double the population of the current city. This capacity for future growth opens the community to potential development not entirely within its control, since much of the land is outside the corporate limits. A new lift station at Penrose Avenue and the railroad tracks could address the lack of city sewer in the southeast portion of Grinnell that has affected development decisions in the last decade.

Storm Water: The job of the storm sewer system is to collect rainwater from the city's streets through catch basins and route it to nearby streams and lakes. Footing drains and sump pumps for individual buildings also direct storm water into the storm sewer system.

Compared to soils covered with plant material, hard surfaces such as streets, driveways, parking lots and roofs absorb very little water, so storm water runs off at faster rates after development. Consequently, the amount and velocity of storm water flowing into waterways from urbanized areas cause erosion and flooding problems downstream. Storm water detention within new developments captures storm water long enough to allow it to be absorbed into the ground, to evaporate or to be released into the storm sewer gradually, avoiding problems associated with uncontrolled runoff. A 1995 revision to Grinnell's subdivision ordinance required detention. The requirement, however, was waived for a subsequent subdivision because of opposition from neighboring residents concerned about the appearance and safety of the proposed detention basin, and the requirement was dropped from the ordinance.

Water: Grinnell's water is drawn from the Cambrian-Ordovician Aquifer, which includes the more commonly known Jordan Aquifer. It is the equivalent of an underground lake, replenished with groundwater that has filtered through the soil and bedrock. One of the deeper bedrock aquifers in the state, it is more protected from human-produced contaminants. Grinnell's water currently meets all EPA and DNR standards and has not had any violations in the past.

Water is brought up from the aquifer through wells. Pumps transfer water from the wells directly to the ground storage reservoir. Pumps in the water treatment plant draw water from the ground reservoir, pump it through softening units and into the distribution system. The ground storage reservoir and the elevated storage tank (i.e., water tower) provide Grinnell with a gross storage capacity of 1.3 million gallons, about one day's supply.

The water treatment plant received a \$1 million upgrade in 1993 to make it completely automated, saving the city the cost of three full time plant operators. The plant has a rated pumping capacity of 2,200 gallons per minute.

If the rate of water use was less or equal to the rate of replacement, the Jordan Aquifer could serve indefinitely as the area's source of water. Unfortunately, that is not the case. Based on conservative static water decline rates, consultants project an estimated life expectancy between 10 and 50 years for the three wells that currently provide the city's water. The water usage in Grinnell actually has declined slightly from since 1988, when the city was unable to account for 34% of the water pumped. Today, due to system improvements, that amount has been reduced to less than 11%.

Air Quality: Because Grinnell is relatively low in density and in a rural setting, its residents enjoy better air quality than persons who live in heavily populated areas. Air quality here should not be taken for granted, however, and could be improved. Grinnell currently allows burning of leaves, grass and brush. Composting, mulching and bagging are cleaner options.



Outfall from the wastewater treatment plant enters a creek.

Community Facilities and Services

The quality of public spaces and the level of service that residents choose to support are evidence of community pride, spirit and identity. Provided for the purpose of gathering together to work, celebrate and recreate, these properties are the embodiment of commitment, cooperation and investment. As focal points, attractive public buildings and spaces contribute to a sense of place. Symbols of the importance and permanence of the city itself, high quality public facilities and services inspire further investment of time, energy and money in the community's future.

This section focuses on facilities and services that are administered by city officials and paid for with city taxes and fees. It does not attempt to address the schools, the hospital, the ambulance, the day care and many other facilities and services also important to the community.



The gazebo in Central Park is an attractive focal point.

Parks: Grinnell has enough acres of parkland to serve the majority of projected population, but park planning and landscape design are needed to maximize its value. The most successful parks are central to their neighborhoods. They are highly visible, and frequently visited either because they are in areas of intense and mixed use (e.g., Central Park in the central business district) or because they offer specialized activities.

The Grinnell park system lacks a master plan and individual site/landscape plans. Plans would ensure that park resources provide the greatest possible benefit to residents and would facilitate maintenance. A five-member board oversees the management of the parks, the Hazelwood Cemetery and other public grounds; the public services department provides the maintenance.

Recreation: The recreation department has three full-time and approximately 50 part-time employees. A seven-member recreation board oversees its programs. The department operates the community center gymnasium and exercise room and an outdoor swimming pool. Agreements with Grinnell College, Grinnell School District and the Ahrens Foundation allow residents limited use of their facilities and grounds.

Lower participation of kids on the south side of town could be attributed in part to the lack of recreation facilities in that neighborhood and lack of transportation to facilities in other areas. In addition to correcting this problem, desired recreation improvements include added amenities at the outdoor pool, a second indoor pool, a skate park and an ice skating rink.

Library: With 5,600 cardholders, Stewart Library is a very active place in the community. In addition to its Grinnell patrons, the library provides services to county residents through a contractual arrangement and serves Brooklyn, Montezuma and Jasper County residents through the open access program. The library cooperates with the public schools and Grinnell College to augment rather than duplicate services.

In the last 10 years, library staff increased by 1.5 full-time equivalents. The number of books increased to 52,000 and the audio-video collection nearly doubled to 3,011. The library currently subscribes to 186 periodicals. Other offerings include puzzles, toys and microfiche.

The state-accredited library is housed in a 10,000 square-foot facility that was built in a prime location in the central business district in 1901. The 1979 addition to the back of the building offers a handicapped entrance and elevator. The building provides barely enough room for the current collection and programs and no room for expansion. Existing space offers only limited technology and few seats for patrons.

Architects have advised against expanding the Stewart Library building, as adding the needed space would crowd the lot and severely compromise the architectural integrity of the original structure. Because of its architectural significance and historic value to the community and downtown, when the library program is moved to a new location, finding a suitable reuse of the Stewart Library building is essential. A bond issue for a new library building planned for the southeast corner of Fifth Avenue and Park Street was defeated in late 2001.

Community Center: The Community Center is the location of the city's administrative offices, the council chambers, the recreation department, a gymnasium and locker rooms, an art gallery and a theatre. Other space in the building is rented to government and non-profit entities.

Originally constructed as the high school and later used as the junior high, the city bought the property from the school district in 1982 for \$1.00, and spent approximately \$1 million on extensive remodeling. Today the entire 50,000 square foot building is accessible by ramps and an elevator located near the main entrance. A shaft at the north end is available for the installation of a second elevator.

For nearly 20 years the Community Center has functioned very well. Concerns about its use recently raised are that: 1) the art gallery needs a more visible location in the community; 2) the theatre, which is busy almost continually, lacks storage space; 3) the Senior Center has no windows due to the expansion of the Methodist Church to the north; and 4) the Meals on Wheels/Senior Center kitchen needs more space.

Memorial Building: The Memorial Building was constructed in 1959 with a federal grant. The Veteran's Affairs office is on the main floor, as is a meeting room for VFW Post 3932. Also on the main floor are the great hall and kitchen, available for the public to rent at an hourly rate. The main floor is unused most of the time. The lower level currently is rented to MICA. The building annually draws \$10,000 from the general fund for maintenance and utilities.

Grinnell residents have mixed feelings about the Memorial Building and its impact on community design. As a tribute and a resource for veterans it is unquestioned, but as a community facility, not everyone embraces it. J.B. Grinnell, when he laid out the original plat of Grinnell, stated that no buildings should be constructed in Central Park. Over the last 40 years, the Memorial Building's location at the northwest corner of Central Park has presented a visual barrier between the park and the downtown. The building design does not take advantage of the prime view of the Sullivan Bank and downtown to its front or of the beautiful park to its windowless rear. The women's restroom on the main floor and the lower level are not accessible to the handicapped.

Public Services: The public services department provides street maintenance, solid waste collection, recycling services, and park and cemetery maintenance. Fees for solid waste collection cover the cost of the solid waste and recycling services. Payments received for lots at the cemetery are applied toward maintenance and perpetual care. Some road use (gasoline tax)

funds are available for street sweeping, maintenance and tree trimming. Park maintenance is paid for out of the city's general fund.

A 1998 building at the cemetery houses equipment in a shop area heated with oil acquired through solid waste collection and provides an office and restroom for employees. The rest of the public services department occupies four buildings at 1313 First Avenue. Existing facilities will be adequate for the next 20 years, except for the recycling area, which will have to be doubled in the next two to six years as commercial and industrial recycling programs develop.

The city budgets for depreciation of public services equipment each year, but increasingly tighter budgets require the public services department to stretch out the life of its heavy equipment. The number of public services personnel has been cut to one supervisor and 13 employees. For the department to meet its work goals, new employees will have to be added in the next few years.



Solid waste collection is one of the essential jobs of the public services department.

Police: The Grinnell police department employs 17 officers (including the chief), one administrative assistant/dispatcher, and one data entry clerk/stenographer. Three officer positions were dropped recently because grants funding them expired and because Grinnell College now has a security staff that addresses many of its needs. The police department is assisted by five fire drivers who dispatch on nights and weekends and by five reserve police officers (volunteers).

The department utilizes four patrol cars and a fifth car for transportation. Special units include the bike patrol and the Warrant Service Entry Team (WSET). The Police Department responds to an average of 10,000 calls per year.

Fire: The fire department consists of five full-time employees and 22 volunteers. Drivers staff the department seven days a week, 24-hours a day on a rotation basis. From 4 p.m. to 8 a.m. the driver on duty also acts as dispatcher for police, fire and ambulance services. Twelve of the fire fighters are trained EMTs.

Fire-fighting equipment includes a 10-year old aerial ladder truck, a 2-year old rescue truck, which carries an air supply for refilling tanks at the fire, and three pumpers. One of the pumpers is parked at the public services building on the south side of the railroad tracks and could arrive first to a south side fire call if a train were blocking the crossing.

Additional equipment housed at the fire station is owned by Grinnell Rural Fire Association, which pays rent to the city for its portion of the space. The Association's equipment is comprised of a pumper, a 2500-gallon tanker, a brush truck and a pickup for grass fires. The

crew for the Rural Fire Association is made up of the same drivers and volunteers that respond to fires within the corporate limits of Grinnell. Mutual aid agreements among the association, the city and surrounding communities have been a significant advantage to the city, and will supply adequate service for the foreseeable future.

Proposal for a new Safety Building: The current safety building's 8,300 square feet is inadequate for the police and fire departments' equipment, personnel and activities. The two departments need space for training, storage, locker rooms, and future technology. The fire department's 9-foot by 10-foot office is too small to be shared by the chief, officers and volunteers, and the department wants a bay for washing fire trucks.

The police department needs to modernize booking, holding and investigation areas, and to best serve the public, especially needs more visibility. The current station is not in a prominent location within the community and neither its appearance nor design is welcoming to the public. Two recent proposals for bond issues to construct a new safety building failed to get the necessary number of votes.

Water and Wastewater: The wastewater department has three Grade III operators and one Grade I operator. These employees take care of the treatment plant operations and maintenance, the city's six lift stations and the collection system. The employees help other departments when needed. An additional operator may be needed in the near future, given that the 16-year old treatment plant is requiring more work. Descriptions of the water and wastewater systems are included in the section on natural environment and utilities.

The water department is adequately staffed with three Grade III operators, one Grade II operator and one apprentice. These employees take care of the treatment facility including the maintenance, operation and ordering of operational supplies such as liquid chlorine, salt, caustic acid, and repair parts. They read the meters of half the system each month, make necessary repairs on the distribution system and help other departments when needed. The superintendent of water and wastewater is responsible for management of both systems and the staff who operate them. Their salaries are paid with revenues for sewer and water service.

Administration: City administration includes the city manager, an assistant to the city manager/city clerk, a deputy city clerk/payroll and water billing clerk, an administrative secretary, the director of building and the planning and assistant, and the water/wastewater superintendent. A new hire in the building and planning department handles nuisance problems formerly addressed by the police department. Fees charged for inspections and other services cover the salaries and benefits of the building and planning staff. The salary of the water/wastewater superintendent is paid from water and sewer revenues. All other staff salaries are paid with tax revenues.

Grinnell is in good shape financially, but increases in general fund expenses in the years ahead will present challenges. Rising personnel costs are anticipated as long-time employees retire and are replaced, and as services are expanded. Technology upgrades for the staff will be a continuing expense as new technologies are added. Utility and maintenance expenses will increase with additional space for the library and safety programs.

The city cannot raise taxes to pay for increasing general expenses. The city already collects the levy limit, of which 40% is allocated for insurance, trust and agency, and debt service. Only increases in the tax base can generate more dollars for the general fund, but since the city allows tax abatement on most new construction, there is a several year delay before added tax dollars are received. Consequently, city officials have to continue their judicious budgeting to support the work of all departments, cover the expenses of maintaining and operating city-owned facilities and pay for required levels of service.

Economics

Grinnell's economy is linked increasingly to the national and world economy. With the nation and many other parts of the world currently in recession, Grinnell is fortunate to have a diverse economic base. Of persons 16 and over employed in Grinnell, 34.6% are in education, health and social services industries, 10.2% are in retail and 17.6% are employed in manufacturing. Their occupations are shown on the following chart.

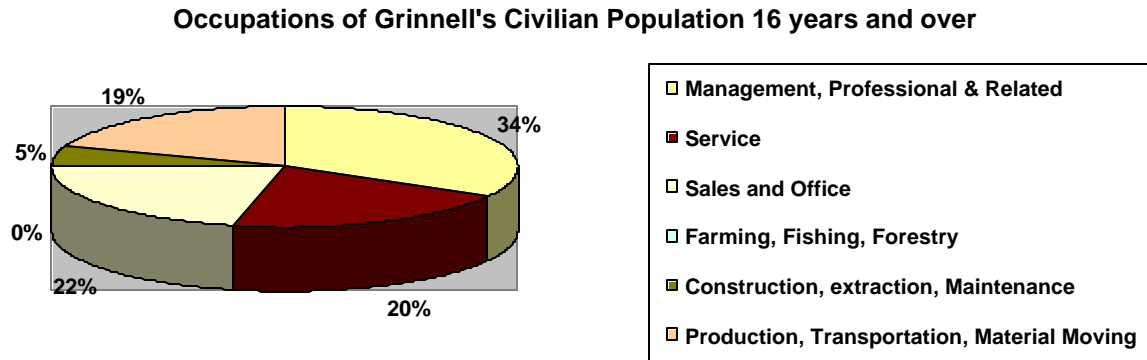


Figure 1 Census 2000, American Factfinder at
http://factfinder.census.gov/bf/?_lang=en_vt_name=DEC_2000_SF3_U_DP3_geo_id=16000US1933105.html

Major Grinnell Employers

Employer	Product/Service	# of Employees
Grinnell College	Liberal Arts Education	659
Grinnell Mutual Reinsurance Company	Insurance and Reinsurance	631
Grinnell Regional Medical Center	Health Care	440
Donaldson Company	Heavy Mufflers and Exhaust Systems	300
DeLong Sportswear	Sportswear, Uniforms, Caps, Jackets	220
Iowa Telecom	Telecommunications	182
Verizon	Global Telecommunications	180
Mayflower Homes	Retirement Living	125
St. Francis Manor/Seeland Park	Retirement Living	98
Doorcraft of Iowa	Molded and Flush Residential Doors	95
Van Wyk Freight Lines	Freight Service	65
ASI Signs	Signage, Directories, Graphics	60

Source: Community Quick Reference

Manufacturing: The 1990s economy was strong everywhere and, through the initiative of local businesses and with assistance from local development organizations, Grinnell benefited from the addition of several new industries and expansions. Plant closures left two large facilities available for sale and an unemployment rate of 5.1% at the end of 2002.

Grinnell was one of the first cities in Iowa to establish an industrial park. In response to several missed opportunities in the 1950s, members of the business community formed Greater Grinnell Development, Incorporated (GGD) to purchase approximately 90 acres on the east side of Iowa Highway 146, one and a half miles north of Interstate 80. In 1980 GGD bought and

subdivided another 83-acre site directly to the south, selling the lots to six industries and one implement dealer. In 1999, GGD platted 79.5 acres, of which 22 acres have been sold.

The city of Grinnell has partnered with GGD in developing the infrastructure for the industrial parks, part of which was paid for through RISE grants from the Iowa Department of Economic Development. The city allows tax abatement for new and expanding industries, but the competitive location of Grinnell's industrial park, with proximity to the two railroads, the airport and the interstate, allows the city to be conservative in the amount of other incentives that are offered to entice new industry to locate here.

New industries consumed over 100 acres in the last decade. In addition to working with GGD to choose the next area for industrial park development, city officials also could try to encourage efficiency in land use. Availability of smaller lots, options for shared drives and parking, and site designs that allow for future subdivision as well as expansion could conserve land and increase return on the city's investment in infrastructure.

Retail: The central business district, a hub of public life in Grinnell, is the location of much of the community's retail and service activity. Its density, mix of architecture (many buildings contribute to the historical commercial district), and variety of small businesses provide many attractions and services to townspeople and visitors. Apartments on the upper floors of downtown buildings add round-the-clock vitality to the downtown.

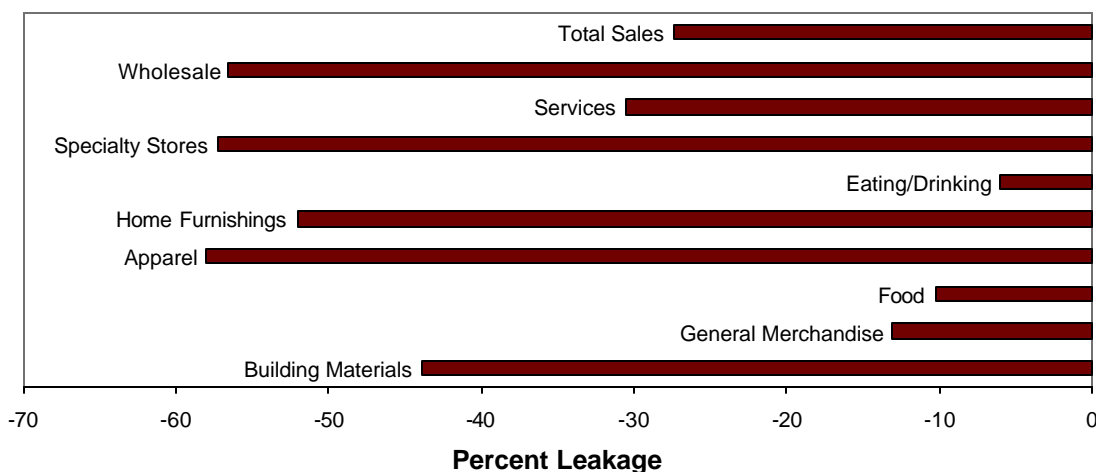


Grinnell's Central Business District is a hub of public life.

The Department of Economics and University Extension at Iowa State University provides statistics and analysis for retail, services and wholesale for cities and counties in Iowa. It reports that total retail sales in retail, services and wholesale in Grinnell and Poweshiek County are about 70% of what would be expected based on a comparison of the area's population and its income to the state population as a whole. Actual sales for every merchandise group in Grinnell are below the expected level.

Lower than expected sales could be a function of the number of college students and persons over 65 years of age in Grinnell. Their lifestyles and spending habits could differ from the average Iowan making ISU's "potential sales" figure for Grinnell unrealistically high.

Retail Leakage -- Poweshiek County 2000



Source: Retail Data for Decision Makers, Iowa State University Extension to Communities -- Poweshiek County at <http://www.extension.iastate.edu/pubs/D4D.html>

Iowa PROfiles indicates actual sales dollars have experienced a downward trend recently (see <http://www.profiles.iastate.edu/data/retail/citysales.asp?sCty=33105>) from \$82,537,768 in 1996 (inflation-adjusted) to \$68,911,968 in 2000. Competition from larger communities that are within a one-hour drive is certainly a factor in the leakage and decline of Grinnell's retail and service sales. In the last few years, the addition of the Super Wal-Mart in Newton and the Coral Ridge Mall in Coralville has added shopping opportunities for Grinnell area residents. Catalog shopping continues to be popular and growth in Internet sales is strong. To protect the community's investment in infrastructure, its historic resources and vital core, buildings in the central business district, if not needed for retail, will have to be marketed for compatible uses.

Service Industries: Service industries account for a large portion of Grinnell's employment and the community's large percentages of college-age and elderly persons. Service industries are located throughout the community, most within or adjoining residential areas.

Grinnell College, a part of the Grinnell economy for more than 150 years, is the city's largest employer. Most of the college's 659 employees are support and administrative staff; approximately 130 are faculty. Current enrollment at this quality liberal arts college is 1,300 students. In the last 10 years, the college has completed multi-million dollar additions to the science building and to the fine arts building, which includes an art gallery and recital hall with events generally open to the public. Other new developments include ball fields on recently acquired property to the northeast, an administration building, an additional energy plant, several dormitories on East Street, a new sports facility (currently under construction) and a campus center scheduled for 2004. Another addition to the science center and increased space for the library and information technology are being discussed, as is a new bookstore that could be more accessible to the public.

Grinnell Mutual Reinsurance Company is in the business of providing insurance and reinsurance. The company, located just south of Grinnell's corporate boundary, employs 631, making it the second largest employer of area residents.

Grinnell Regional Medical Center, the third largest employer in Grinnell with 475 employees, increased employment by over 50% in the last 10 years. The number of physicians also grew in the past decade from 22 to 40 and net revenue doubled. The hospital administrator expects similar growth in the coming decade. GRMC recently added the Ahrens Medical Arts

Building, a 36,000 square-foot addition connected to the medical center. According to the hospital's web site, the addition houses physicians' offices and clinics, administrative departments, the 6,000 square foot fitness and rehabilitation center, a therapeutic pool, a new physical plant and the audiology department. The hospital is currently raising over \$8 million for additional capital improvements.

Iowa Telecom and Verizon employ 182 and 180 respectively. Both companies provide telecommunications, which are increasingly important for supporting existing businesses and residents and offering competitive service to prospective newcomers.

Two retirement complexes, the Mayflower Homes, Inc. and St Francis Manor/Seeland Park, are major employers with 125 and 98 employees, respectively. Their residents, who are drawn to Grinnell from around the country, contribute to the community in many ways. Both of these complexes have grown substantially in the last 10 years, expanding care centers and adding numerous dwelling units.

Farming: The agricultural sector experienced great prosperity in the 1970s, but the 1980s were difficult years. In the latter part of the 1990s the farm economy rebounded, reflecting the strong national and world economy.

Throughout the last half of the 20th century the size of farms steadily increased and the number of farms declined as farming practices changed and farms consolidated. The total land in farms decreased in recent decades due to the growth of cities and towns and the spread of non-farm uses into the county.

The average age of farm operators in Poweshiek County is rising and the percent of those who consider farming their principle occupation is declining. Less than half of the operators are full owners. Rural farm population in Poweshiek County steadily decreased from 6,512 in 1940 to 2,557 in 1990, according to the US Census. Although none of Grinnell's largest employers are agricultural businesses, two recent additions to the industrial park are farm-related, suggesting that trends in agriculture will continue to affect the local economy.



This farm on Highway 146S adjoins the airport entrance.

Transportation

The ease with which people move about in Grinnell has a lot to do with the quality of life here. Design of street and alley right-of-way, sidewalk and bikeway systems significantly impacts the community's character; as public property, the right-of-way offers opportunity for the city to set a high standard in the city's function and appearance.

"Streets and their sidewalks, the main public places of a city, are its most vital organs. Think of a city and what comes to mind? Its streets. If a city's streets look interesting, the city looks interesting; if they look dull, the city looks dull."

-- Jane Jacobs, Death and Life of Great American Cities, 1961

Street Design: Most of Grinnell's street network is laid out in a traditional grid pattern, with straight streets intersecting at right angles. The grid pattern provides definition and predictability to the city. Shorter block lengths of 450-500 feet in central Grinnell contribute visual interest and give drivers and pedestrians frequent turning opportunities, allowing them to move easily through neighborhoods, varying routes to include several stops or to avoid traffic congestion or closed streets. Longer blocks that characterize neighborhoods developed in the last half of the 1900s require less total pavement and maintenance. Grinnell's current subdivision regulations permit blocks of up to 1,320 feet, a quarter mile. Adding mid-block sidewalks on longer blocks as an alternative to more cross streets would benefit pedestrians and bicyclists, but would not benefit automobile traffic or have the same visual effect.

Grinnell offers several examples of streets with visual interest and sense of place. In the central business district streets are accentuated with decorative streetlights, distinguishing them from the surrounding neighborhood streets lined with rows of trees in the parkway. The Merrill Park sign is an excellent example of providing a view without impeding traffic flow. The circle on north Broad Street and the curve in Highway 6 that terminate the views of otherwise long, seemingly endless streets are distinctive on maps as well as on the ground.

The vast majority of streets in Grinnell are public, but a few developments have opted for private streets. Private streets generally do not have sidewalks, and buildings on private streets do not contribute to the community in the same way that buildings on public streets do. Neither private streets nor cul-de-sacs provide connections between other streets; consequently, they block the natural flow of traffic through neighborhoods. The advantage of private streets is that they are not maintained by the city and do not affect the city's budget. Cul-de-sacs are useful only where topography prohibits the use of through streets.

Repairs of public streets are made as needed and as the budget allows. For complete reconstruction of the streets, the city assesses part of the cost to the adjoining property owners. Crumbling curbs on several of the older streets are a superficial indication of the need for continued street work.

Street Classification: For planning purposes, a three-class system of arterials, collectors, and local streets can be used to categorize the existing streets in Grinnell outside the central business district. The required width of travel lanes varies according to the level of service the street provides, but all right-of-way standards include two-foot strips on the private property side of sidewalks, four-foot sidewalks and 16-foot parkways.

Arterials serve over 5,000 vehicles per day and although these streets provide access to adjoining properties, their main function is circulation. Iowa Highway 146 and U.S. Highway 6

are Grinnell's arterials. The Department of Transportation (DOT) has authority over the highway right-of-way and changes within it require DOT's approval.

The construction of Interstate 80 in the early 1960s had an enormous impact on Grinnell's arterial streets. It reduced the amount of traffic entering and exiting Grinnell on Highway 6 by two-thirds to less than 3000 vehicles per day. Highway 146 traffic increased by over 75% (to 12,200 vehicles per day in 1998) on Highway 146 south of the central business district.

A proposed widening of Highway 146 north of Highway 6 was hotly debated in the 1980s because of the impact it would have had on the adjoining neighborhood. The proposal was subsequently dropped. According to the Iowa DOT, as of February 2002 none of the department's current plans would affect Grinnell.

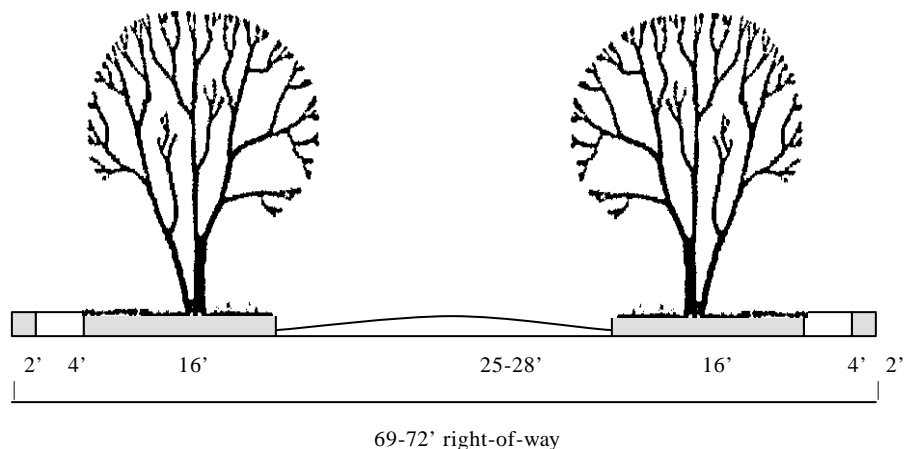
Although the amount of traffic on Highway 6 has been greatly reduced, the highway still presents an obstacle for pedestrians, especially at the intersections with Park Street and State Street where the college generates pedestrian traffic and visibility is limited by the curve in the highway. A stoplight installed in 2002 reduces the risk of crossing at Park Street. To make travel safer, the safety division of IDOT recommends converting Highway 6 from a four-lane to a three-lane street.

When too many businesses access directly onto highways, cars turning into and reentering from driveways impede traffic circulation. Limiting the number of drives for each property on Highways 146 and 6 to one exit lane and one entrance lane per street frontage would help to maintain good traffic flow and a more pedestrian-friendly streetscape. Requiring new businesses to share access would reduce unnecessary pavement and limit additional congestion. Shared drives and connected parking lots would allow shoppers to more easily visit multiple businesses in one stop.

Local streets provide access to residential property and other low intensity uses. Because they need to carry only small amounts of traffic (fewer than 1,000 vehicles a day) at slow speed, less street width is needed. Using minimum pavement width saves on development and maintenance costs. The narrower width provides traffic calming and a friendlier, intimate neighborhood character.

Local street pavement widths in Grinnell range from the 23-foot Davis Avenue to the 33-foot section of Seventh Avenue from Penrose Street to Summer Street. For new streets, a 28-foot travel width is the standard, but a 25-foot street width is allowed where little on-street parking is expected.

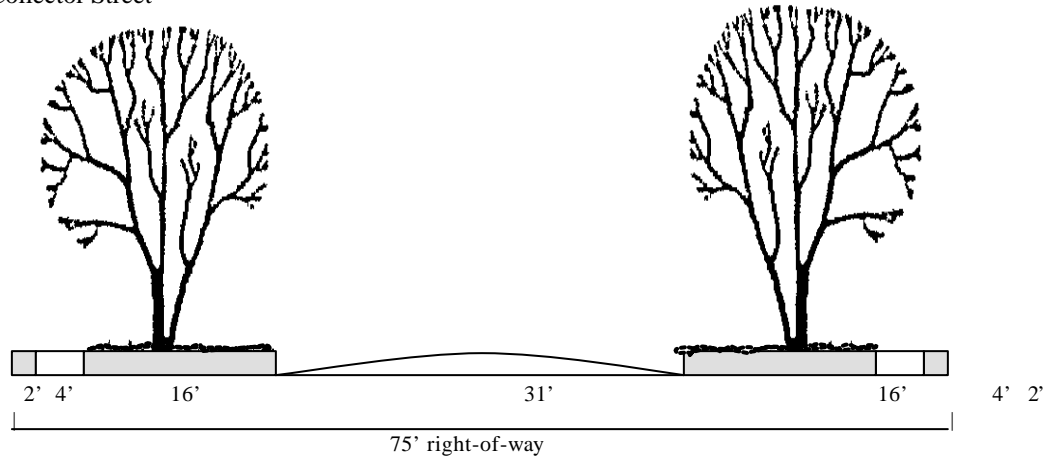
Local Street



Collector Streets serve the dual function of access and circulation, with access taking precedence. Collectors are characterized as having moderate traffic flow (between 1000 and 5000 vehicles per day) with parking on one side only.

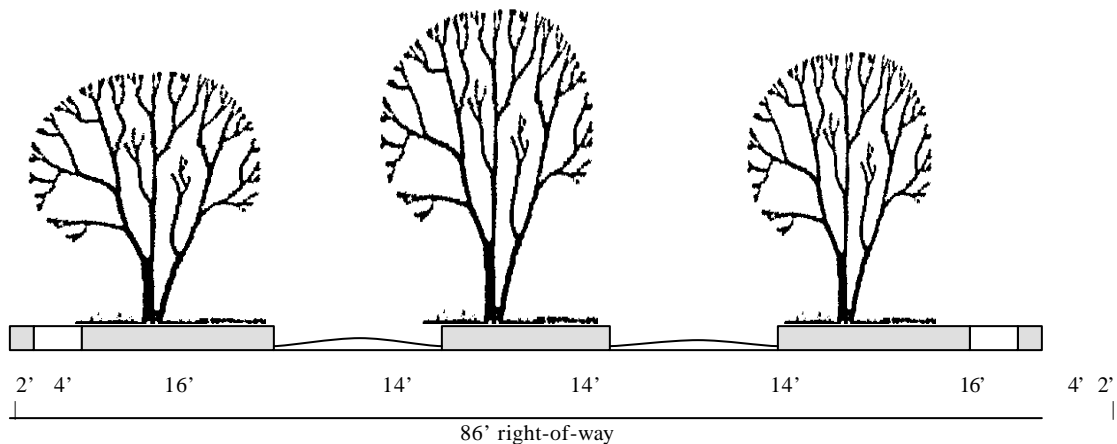
North-south collector streets are Penrose, East, Park, Broad and Reed Streets. East-west collectors are Eleventh, Tenth, Eighth, Fourth, First, Washington, Ogan, Industrial and Pinder Avenues. Additional collector streets will be needed to serve expansion to the north and west.

Collector Street



A boulevard design for collector streets could provide for tree planting between the travel lanes. Boulevards, however, would consume more land for right-of-way and, as shown in the diagram below, would not allow for on-street parking.

Boulevard



Central Business District Streets are traveled by thousands of vehicles every day. Many of those vehicles are parked, at which point the drivers join pedestrians on the sidewalks and at intersection crossings. Even though traffic counts indicate that vehicular traffic in the downtown declined in the 1990s by about 25%, safety remains an overriding issue where three to four thousand vehicles per day intermingle with pedestrians, bicyclists and parking.

The downtown streets were converted from two-way to one-way nearly thirty years ago. In the last 15 years many retailers, consultants, Main Street Grinnell and Grinnell Renaissance have agreed that two-way streets would be less confusing to visitors, more pedestrian friendly and conducive to shopping.

An Iowa State University landscape architecture class working in Grinnell during the 1990s suggested making Broad Street into a boulevard. The boulevard concept offered several advantages to the overly wide street: a greater feeling of enclosure, traffic calming, a space for shade trees separate from the sidewalks and parked cars that suffer from congregating birds, and an opportunity to get rid of the high curb on the west side, which is an obstacle to shoppers. Planned breaks in the boulevard would provide loading zones for delivery trucks.

Sidewalks and Bike Paths: Biking and walking are non-polluting, promote better health through exercise, and empower those without cars or driver's licenses. As alternatives to automobile use, these modes of transportation reduce the need for street improvements and maintenance, parking spaces and gasoline. To encourage walking and cycling, Grinnell needs a continuous, safe and convenient network of bike paths and sidewalks, bike racks at destination points and strategically located benches.



High Street at Third Avenue invites active street life, walking and bicycling.

People of all ages use sidewalks for transportation. Pedestrians share sidewalks with bicycles and skateboards (except in the central business district), roller blades, scooters, strollers, wheel chairs, wagons and carts. Transportation, however, is not the only purpose for sidewalks. They provide a safe place for children, neighbors and strangers to meet casually, conduct business, socialize, play, learn and exercise.

Sidewalks located in the right-of-way adjacent to the front property lines serve the majority of Grinnell's businesses and residences. Unfortunately, a few neighborhoods developed in the 1960s and 1970s without sidewalks. In other areas sidewalk is not always continuous. The city's subdivision ordinance requires installation of sidewalks with all new development.

Although care of sidewalks is the responsibility of the adjoining property owners, during the past decade the city spent \$40,000 per year on repairs and installation of ramps at intersections. At the current rate of investment, needed repairs will take another 10 years to complete.

Sidewalks are four feet in width, except in the central business district where they are 10 feet wide. The 10-foot sidewalks are barely wide enough to accommodate sidewalk dining; otherwise they are adequate to serve the downtown pedestrian traffic.

At intersections, curb radii affect the ease with which people using the sidewalk cross the street. Longer curb radii (e.g. the 25-foot radius required in the subdivision ordinance) result in wider curves making turning easier for large trucks and allowing vehicles to go faster through

intersections. On wide intersections, vehicles are less likely to drive over the corners, risking damage to the curb and storm sewer intake. Shorter radii result in tighter curves and less crossing distance for persons using the sidewalk. In Grinnell's older residential areas where curb radius is 10-15 feet, the tighter intersections contribute to the traditional neighborhood character in addition to being more pedestrian-friendly.

Although the best bike paths are physically separated from automobile traffic, designated paths on local or collector streets are reasonably safe. Two effective on-street bike paths are along East Street and Eighth Avenue. Other designated paths include Penrose, Washington, First, Fourth and Eleventh. To maximize their usability and safety, the on-street paths must be maintained so that lines and signs clearly delineate the paths and the surface is kept smooth and clean.

Bicycling within Grinnell is accommodated on sidewalks except in the central business district, where bicycles and skateboards are prohibited. Ramps at intersections have made sidewalks convenient and a safer alternative to the on-street paths. Where high traffic volumes warrant (e.g. near the middle school), sidewalks could be widened to accommodate pedestrians and cyclists without conflict.



Bicycling is popular in Grinnell for transportation and recreation.

The Grinnell Area Recreation Trail, a seven-mile asphalt path, is being built on a constructed berm adjoining but separate from Eleventh Avenue. When completed, it will extend from the west side of Grinnell to Rock Creek Lake, possibly with a trailhead at Lion's Park.

Several consultants for Grinnell have recommended connecting all the schools and parks with bike paths. The improved access could be especially beneficial where highways separate residents from community facilities. Sidewalk is noticeably absent along Tenth Avenue, a main route to Ahrens Park, the GYBSA ball diamonds and Grinnell Community Day Care.

Another problem area in the bike path/sidewalk network is along Highway 146, where extensions are needed to the residential areas north of Eleventh Avenue and to the businesses and employment centers to the south. Extending the sidewalk/bike path adjacent to the highway

would make it highly visible to those needing to use it, to highway travelers and watchful property owners. The existence of the sidewalk/bike path would remind the

highway drivers that they share the right-of-way with pedestrians and bicyclists and need to slow down. Alternative routes for providing access to serve the south corridor include extensions from the south end of Broad Street, Park Street or East Street.

Parking: The need for parking is a fact of life in a mobile society. Parking lots, structures and other spaces, however, occupy large amounts of valuable real estate, are generally unaesthetic, and negatively impact the environment. Off-street parking used to be tucked behind homes and businesses, but it has become prominently located in the community.

Regulations adopted in the early 1990s require landscaping and screening of parking lots. Restriction on the location of parking is also necessary. Vehicles can be accommodated in the interior of blocks and behind buildings, allowing for streetscapes of homes and storefronts, rather than expansive paved lots and garage doors. Shared parking arrangements, requirements based on average rather than peak use, and spaces designed for compact cars can reduce the amount of land and money dedicated to parking and its impacts on the community.

Transit: Several groups offer transit service in Grinnell, but do not provide comprehensive coverage. No transit is available in the evenings and transit is very limited on weekends. Region 6 Planning Commission operates five vans that serve Grinnell; one van serves the general population from 9 a.m. to 3:30 p.m. Monday through Saturday. Other vans serve specific populations or destinations for limited hours. Grinnell's taxi service operates until 6 p.m. on weekdays and until 5 p.m. on Saturday. The city subsidizes fares for those needing assistance with money provided by the Campbell Fund.

The Mayor's Transit Needs Task Force formed in response to a local retailer's offer to purchase a \$100,000 trolley to be used to bring customers to the downtown. Grinnell College expressed interest in a transit system that could shuttle students and faculty to and from various locations. Senior citizens protested that they wanted more, better and cheaper transportation than was currently available. The task force hit a roadblock – two questions not easily answered: 1) who would own and operate a system that could address everyone's needs; and 2) who would pay for the startup and the ongoing operating costs.

Airport: The Grinnell Regional Airport was constructed in 1988 at the south end of the city. Its 5,000-foot by 75-foot concrete runway is long enough for propeller planes and small jets. Grinnell Aviation, a private business that receives an annual stipend from the city, operates the airport. In past years the airport has received state funds for maintenance and radio operation.

A proposal to reduce the slope of the runway from 20:1 to 34:1 would improve service for small jets. In addition to the expense, towers located in what would be the expanded clear zone stand in the way of this improvement. Should need arise for a second (crosswind) runway, the airport would need to purchase additional land.

The airport has six T-hangars in addition to a large hangar adjoining the terminal. Six to eight more hangars have been proposed.

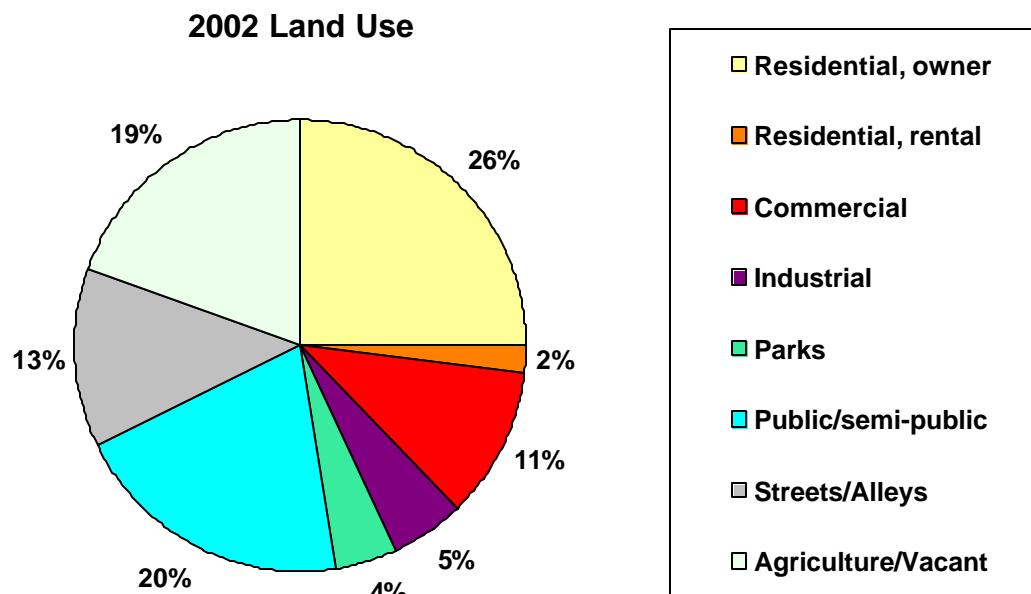


More hangars have been proposed for Grinnell Regional Airport.

Current Land Use

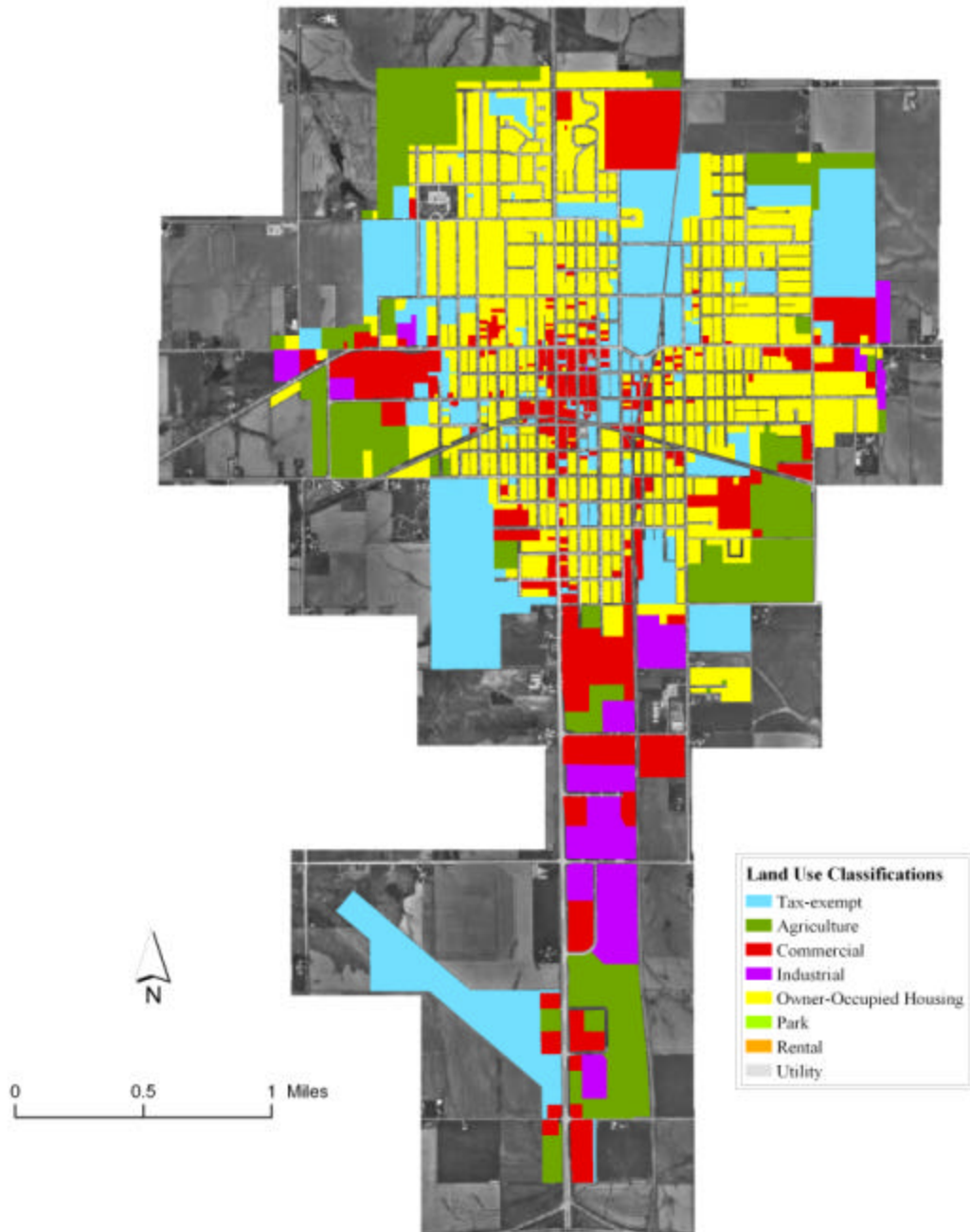
Existing land use represents a huge investment of past and present landowners and caretakers; consequently, it is the most significant factor in planning future development. The 2002 Current Land Use Map on the adjoining page provides the foundation for the new comprehensive plan. The map is based in large part on computerized information from the Poweshiek County Assessor's office, which classifies land use according to tax rate. Irregularities in the computerized data account for a five-percent discrepancy between the computer-generated acres and total acres recorded by the city. The 2002 land uses appearing on the map and charts are divided into the following categories:

- Owner-occupied residential, 841 acres including single-family and duplex dwellings;
- Rental residential, 68 acres including dwellings with three or more units not individually owned and not located within mixed use buildings;
- Commercial use, 290 acres including retail, service establishments and offices. (The county classifies 100 acres as commercial use that would be considered industrial use in Grinnell's zoning code. These acres are commercial on the map, but have been shifted to the industrial category in the chart. The 57-acre country club also is included in this category, although most of its property is open space;
- Industrial use, 278 acres including manufacturing, storage of heavy equipment, and other uses allowed in the M-1 and M-2 zones;
- Public/semi-public uses, 681 acres including the hospital, churches, Grinnell College properties, clubs, museum, all buildings and utilities operated by the city of Grinnell. Parks (including Ahrens Park, but not the GARC properties) are a subset of this category;
- Streets, alleys and railroad right-of-ways, 450 acres; and
- Vacant/agricultural land, 651, not including vacant buildings.



Percentages are of total incorporated land.

Grinnell 2002 Land Use



Grinnell's residential neighborhoods have distinctive features reflecting the era during which they were developed. Pre-WWII housing dominates the neighborhood generally from West Street to Elm Street, between Second Avenue and Eleventh Avenue. Houses of two and two and a half stories with front porches and many windows are common. Lots in this older neighborhood are typically 75 feet in width and at least 165 feet deep. Garages and auxiliary buildings are located behind the houses, frequently with alley access. "Half lots" are found on corners and side streets.

Lots with 50-foot frontage are common in southwest Grinnell, another of the city's older neighborhoods. These narrow lots were designed to provide for the economical housing that developed there.



Marsh House Bed and Breakfast, 833 East Street, is on the National Register of Historic Places.

Residential neighborhoods developed after WWII are filled with ranch homes and split foyers with attached garages. These neighborhoods generally have longer blocks without alleys. In more recent developments, lots tend to be wider and not as deep, typically 90 feet wide by 130 feet deep. Attached garages for two or three cars are common in housing developed in the last 20 years; in most recent developments, many of the garages are located between the front of the house and the adjoining street.

Traditionally, multi-family dwellings were concentrated in and near the central business district and the Grinnell College campus, placing the residents within walking distance of shopping, community facilities, services and work opportunities. Newer multi-family developments built since 1980 have been located on the city's edge. The large size of the new apartment complexes (up to 48-units) contrasts with older multi-family dwellings in houses or small apartment buildings of up to eight units.

Commercial: Historically, the bulk of the community's retail activity has been in the central business district, where two-story commercial buildings extend to the front and side lot lines. Small-scale retail, service and office establishments have continued to locate in the central business district and south along Highway 146 to Garfield Avenue. Large-scale commercial buildings, such as Wal-Mart, Hy-Vee, and the Wes Finch car dealership, have located south of Garfield Avenue. In the last 10 years, two grocery stores on the west side of Grinnell were converted to non-retail uses. Convenience stores located about a half mile from the central

business district continue to serve the east, west and south residential neighborhoods. No retail is located north of Highway 6.

Nearly all of the new commercial development is oriented towards automobile traffic rather than pedestrian traffic. Driveways surround the buildings and parking lots separate their entrances from the street.

The construction of Interstate 80 in the early 1960s attracted travel-oriented business (motels, gas stations, restaurants) to Highway 146 north of the interchange. Business closures in the past couple years have diminished the attractiveness and service potential of the area. Local entrepreneurs, who recently purchased and commissioned plans for the land adjoining the interchange, hope to address this problem.

Industrial: In early Grinnell, industries such as the Spaulding Buggy Factory and the Glove Factory were located near the central business district. Since the construction of Interstate 80 in the early 1960s, the majority of new industries has located along Highway 146S. Nearly all of the 250 industrial acres developed by Greater Grinnell Development, Incorporated has been sold in lots that average 10 acres in size to new and expanding industries .



Lots are spacious in Grinnell's industrial park.

Services: Grinnell College occupies a total of 108 acres of the city north of Highway 6. The actual uses of the college property are mixed, including offices, classrooms and auditoriums, dormitories, retail, open space and athletic fields. Schools and several churches are located within residential neighborhoods. Other churches and most government-owned buildings are in and adjacent to the central business district. Public and semi-public uses generally are permitted in all zones of the city; consequently, they can be constructed and expanded without public notice. Although in most cases they fit in well among surrounding residences and other uses, unfortunate examples of incompatibility and insensitivity in design exist.

Parks and Open Space: Grinnell's 12 parks were located so that all residences of the community would be within four blocks of a park or school playground. The usefulness of several parks, however, is limited by lack of visibility and access. In addition to parkland, the city benefits from open space associated with the public schools, the public swimming pool and cemetery, and the privately owned GARC and GYBSA ball fields, Grinnell Golf and Country Club and Grinnell College.

Streets: Most of the increase in the acres of streets, alleys and railroad right-of-way in the past ten years has been due to development of new residential and industrial streets. Relatively little right-of-way has been included in recent annexations.

Agriculture and Vacant: According to Poweshiek County Assessor's information, vacant and agricultural land in Grinnell totals 651 acres, compared to 435 acres reported in the 1991 Comprehensive Plan. Annexations since 1990 account for the increase. The vacant and agricultural land is located mostly on the city's edge, and although some of it is available for development, a sizable portion belongs to owners who plan to continue farming indefinitely.

New Development: Even though new development was fairly compact and contiguous, Grinnell dramatically decreased in density from 2,346 persons per acre in 1990 to 1,826 persons per acre in 2000. Part of the drop was an effect of increasing the number of acres within the corporate limits to 3,101 through annexations without adding much population. The decline in persons per household also contributed to the decrease in density.

Acres per 100 Residents

	1962	1980	1990	2002	2020*
Population	6,404	7,636	8,902	9,105	10,647
Low-density/owner residential	7.80	7.80	8.34	9.24	9.24
High-density/rental residential	0.17	0.66	0.85	0.75	0.75
Commercial	0.50	1.00	1.31	3.19	3.19
Industrial	1.00	3.10	2.39	3.05	3.05
Public/semi-public	3.70	3.70	3.24	7.48	7.48
Streets/alleys	5.00	5.70	4.89	4.95	4.95
Total Developed	18.17	21.96	21.02	28.66	28.66

***Population estimate is from the Population Report, 2002. Other numbers in the column show land usage continuing at 2002 rates.**

Source: 1962, 1980, 1991 Grinnell Comprehensive Plans and Poweshiek County tax information for 2002.

Population and housing projections and current rates of land usage provide an indication of how much additional land will be developed in the next twenty years. Calculations in these charts apply the current rates of land use to the projected population for 2020. In the last 40 years, the number of acres per 100 residents (i.e., land use rate) increased in every category except for streets/alleys, so utilizing the current rates results in the conservative estimate of future land consumption shown in the chart below.

Potential 2020 Land Use Consumption

Land Use	Total Developed Acres, 2020*	Acres in Use in 2002	Additional Acres **
Low-density residential	984	841	143
High-density residential	80	68	12
Commercial	340	290	50
Industrial	325	278	47
Public/semi-public	796	681	115
Streets/alleys	527	450	77
Total Developed	3,052	2,608	444

***Total Developed Acres equals 2002 acres plus additional acres**

****Additional Acres is the product of current acres per 100 population times the 2020 population projection (from the previous chart).**

The 2002 Housing Report offers a much larger estimate of land consumption for new housing than is included in the above chart. According to the report, the necessary increase in housing by 2020 could be as much as 1,600 units to accommodate a continuing decline in persons per household, a reasonable vacancy rate and 1,542 additional residents. Assuming 60% single-family homes by 2020 at an average of four dwelling units an acre, 245 acres would be needed to provide sufficient lots. At an average density of 10 dwelling units an acre, 65 acres would be needed to accommodate new multi-family homes.

The undeveloped valley north of Sixteenth Avenue is contiguous to existing development and has access to sewer and water, which gives it development potential. It is not within the corporate limits, so although Grinnell has control over subdivision of the properties, the city does not have zoning control.

Sewer service could not be extended easily directly west or east of the corporate limits, but could serve the area southwest of Arbor Lake Park and around the Interstate 80 interchange. A lift station would be required to serve any new development in the southeast corner of the city.



City sewer now can service the valley north of Sixteenth Avenue.

Goals, Objectives and Policy Statements

These goals are broad statements of the plan's vision for Grinnell's future. The objectives are more specific intentions and the policies are guiding principles to be used in decision-making.

Land Use Goal: Development opportunities compatible with neighboring uses, Grinnell's existing character, the natural environment, and a level of growth or development that is orderly, even-paced and controlled.

Objective: Ensure adequate area within the city for all permitted uses.

Policies:

- Annex land as needed to control new development.
- Anticipate infrastructure improvements in areas where development is desirable.
- Reserve adequate vacant area south of Garfield Avenue for large-scale commercial and heavy industrial uses.
- Practice and encourage parsimony in use of land.

Objective: Reduce land use conflicts.

Policies:

- Adopt and use site plan review to ensure compatibility between existing and new development.
- Use city regulations to support the preservation of desirable neighborhood characteristics.
- Make sure through zoning regulation and review that the development and operation of public/semi-public uses are compatible with neighboring uses.

Objective: Provide for compact development.

Policies:

- Allow a mix of compatible uses.
- Increase the intensity of land use in and adjoining the central business district.
- Facilitate development of vacant land within the city.
- Designate on the plan map desired land uses for areas beyond the corporate limits where future development can be anticipated.
- Require developers subdividing land outside the corporate limits to present a plat for the entire parcel from which the subdivision is to be divided.
- Require clustering of dwellings in developments outside the corporate limits in a way that preserves a portion of the subdivision in farmland or open space.

Transportation Goal: A balanced transportation system which meets the needs of all residents and visitors in a safe, orderly, and efficient manner, with minimal impact on the existing environment and with continuing efforts to conserve energy and reduce pollution.

Objective: Prevent congestion of arterial streets.

Policies:

- Limit the number of drives fronting on highways.
- Plan shared access for new and existing development along Highway 146S.
- Plan areas for new development with consideration to highway capacity.

Objective: Employ street and parking lot design that is harmonious with Grinnell's historic small town character and conducive to pedestrian activity.

Policies:

- To facilitate connections and provide order and predictability to community design, require use of modified grid street pattern, except where not practical for environmental reasons.
- Utilize short blocks to facilitate connections and integrate neighborhoods.
- Keep street width requirements at a minimum.
- Use street and parking facility design to support central business district activities and appearance.
- Allow cul-de-sacs only where through streets are impossible due to topography, and only permit private streets that do not interfere with traffic circulation within the neighborhood and community.

Objective: Improve pedestrian, bicycle and transit access throughout the city.

Policies:

- Require sidewalks in all areas of the community, and work to complete the existing network by extending dead ends and adding new sidewalk where needed.
- Establish bike paths/sidewalks connecting all parks and schools and to the Highway 146S employment and shopping areas.
- Provide bike racks and benches for pedestrians downtown and at other major destinations.
- Control intersections as needed to ensure pedestrian comfort and safety, especially at the highways.
- Periodically evaluate the need and feasibility of expanded transit service.
- Support preservation and improvement of cab and bus service.
- Improve pedestrian access, comfort and safety in the downtown.
- Where block length exceeds 600 feet, provide mid-block sidewalks (in lieu of cross-streets) for connection.
- Utilize DOT enhancement funds and other available money to improve sidewalks, bikeways and transit in Grinnell.
- Review city zoning.

Community Design and Appearance Goal: A community that is distinguished through its scale and design, the preservation of natural and historic resources, and evidence of civic pride.

Objective: Maximize the aesthetic impact of public spaces.

Policies:

- Emphasize the appearance of parks and public spaces from streets and public places.
- Utilize creative design and landscaping for city parking lots.
- Encourage tree planting in the parkways (between curb and sidewalk).

Objective: Create and maintain a beautiful city core.

Policies:

- Actively engage in and financially support improvements in the downtown including bike racks, intersection improvements, landscaping.

Objective: Protect and enhance the views from the entranceways to the city.

Policies:

- Encourage the development of an inviting streetscape through requirements and incentives for new and existing businesses.
- Preserve or re-establish a landscaped parkway along roadways.
- Require sufficient setback from highways to protect special views and to retain the character of the city and its surroundings.
- Prevent sprawl and proliferation of commercial franchises along highway corridors outside the central business district.
- Increase tree planting and landscaping in and adjoining highway right-of-way by enforcing landscape regulations and pursuing grant opportunities.

Objective: Promote aesthetic qualities of private property.

Policies:

- Utilize sign and landscape regulations, zoning and subdivision ordinances to implement the policies of the comprehensive plan.
- Use tax abatement programs and direct city investment as incentives to influence community design.
- Pursue an agreement with the utility companies about putting wires underground.
- Co-sponsor workshops, programs and promotions for property owners that provide information and incentives on design and maintenance.
- Encourage preservation of historic structures through use of design review standards.
- Encourage garage placement that does not dominate residential streetscapes.

Community Facilities and Services Goal: A safe, clean and healthful community that fosters the well-being and development of its residents and visitors.

Objective: Realize the full potential of community-owned buildings, parks and other public spaces.

Policies:

- Encourage public use of parks through signs, landscaping, and provision of amenities, attractions and events.
- Implement recommended improvements for the parks and other community property through budget allocations and solicitation of donations.
- Aggressively manage and market community facilities to increase use and revenue as well as to efficiently provide support to non-profits.
- Continue to support the GART effort of designing and constructing bike/walking paths for recreational use.
- Minimize operating and maintenance expenses through careful design and elimination of excess.
- Manage city-owned properties in a way that promotes environmental quality, conservation and efficiency.

Objective: Plan for the expansion of services and facilities to meet anticipated demand.

Policies:

- Continue and formalize the yearly capital improvements program to provide a public forum for prioritizing and scheduling capital improvements and major equipment purchases for all city departments.
- Provide neighborhood playgrounds within a four-block radius of new residential development, and parks within a half-mile radius. Ensure that amenities within those spaces provide adequate recreational opportunities in every neighborhood.

- Assist other agencies and organizations in selecting sites for new or expanding facilities that exemplify comprehensive plan ideals.
- Anticipate service and support needs of the growing elderly population and make sure those needs are addressed in existing and future programs.
- Continue and expand curbside recycling, source reduction and composting programs to reduce landfill needs.
- Provide for new technologies for city departments to ensure their work is efficient and productivity is maximized.

Economics Goal: An economically viable community which: 1) is able to support desired community services and facilities, 2) provides opportunity for residents to achieve their employment potential, 3) meets the shopping and service needs of its residents and visitors, and 4) stimulates private investment.

Objective: Ensure everyone pays fair share of city expenses.

Policies:

- Annex adjoining development outside, but adjacent to, the corporate limits that benefits from city infrastructure, services and facilities.
- Extend utilities to properties beyond the corporate limits only if the owner has signed an agreement to voluntarily annex at city council's request.

Objective: Increase community wealth through economic development.

Policies:

- Support daycare, higher education and continuing education programs to allow advancement of workforce.
- Support efforts to create higher-paying jobs and capital-intensive industries.
- Encourage cooperation among organizations involved in economic development.

Objective: Maintain the central business district as the center of the community.

Policies:

- Plan and implement a streetscape design to make the downtown more appealing and functional.
- Plan, implement and maintain a streetscape design that improves access and contributes to the historic character of the downtown (e.g. bike racks, intersection improvements, two-way streets, landscaping).

Objective: Maintain a quality of life in the community that encourages economic development.

Policies:

- Continually strive to make Grinnell an attractive location for existing and prospective businesses and residents.

Natural Environment and Utilities: A community that uses its natural features and resources to the greatest benefit, while minimizing the adverse impact on the surrounding natural and agricultural environment.

Objective: Protect and improve the natural environment in and adjoining Grinnell.

Policies:

- Control the quantity and improve the quality of storm water runoff.
- Improve the urban forest through planting of diverse species and careful maintenance.
- Utilize native plantings, where practicable, to reduce the need for mowing and watering, and to aid in erosion control.
- Protect and improve the air quality within Grinnell.
- Promote the use of alternative energy within Grinnell.

Objective: Minimize the effect of new development on the environment.

Policies:

- Encourage compact development within the corporate boundary.
- Discourage and, when possible, prevent unplanned, low-density development on the periphery of the city (sprawl).
- Prepare environmentally sensitive plans for the future development of areas within the sewer service area.
- Revise zoning and subdivision regulations as necessary to ensure that new developments reflect current best environmental practices.

Objective: Increase the effectiveness of existing sewer and water services.

Policies:

- Promote water conservation.
- Continue efforts to reduce infiltration of storm water into the sanitary sewer system.
- Strive to make effluent entering the stream from the wastewater treatment plant as clean as possible.

Housing: Residential environments that protect and improve property values, encourage the maintenance and rehabilitation of existing housing stock, contribute to neighborhood and community, and provide safe, sanitary and decent homes for all residents of Grinnell, acknowledging the needs of the elderly, low and moderate income and disabled.

Objective: Improve housing stock.

Policies:

- Strive to improve the quality of rental housing.
- Encourage energy conservation, weatherproofing and other livability factors.
- Continue to provide technical and financial assistance for housing rehabilitation.
- Continue the existing program of purchasing and demolishing dilapidated housing, and aggressively enforce the dilapidated structure ordinance in the municipal code.

Objective: Create new opportunities for development of affordable housing that will hold value and continue to be a community asset.

Policies:

- Take an active role in meeting housing needs as they arise.
- Promote energy-saving use of landscaping plants and other energy conservation practices.
- Regulate the design of housing, particularly the interface between the public and private realm, to ensure that it enhances the neighborhood and community.
- Continue to encourage the inclusion of affordable housing units in new subdivisions by allowing density bonuses and by modifying zoning regulations to permit a mix of housing types.
- Plan areas of housing close to work and shopping to allow for more affordable lifestyles and more vital neighborhoods.

Population: A community that provides a high quality of life for all who live and visit here now and in the future.

Objective: Accommodate new population growth so that it contributes to rather than detracts from the community's existing small town character.

Policies:

- Have in place regulatory tools and incentives that promote desirable development and discourage undesirable development as defined by the city's comprehensive plan.
- Analyze the benefits and costs to the community when asked to invest in new development.

Objective: Strive to ensure opportunities for community life, particularly for those living alone, those whose participation is limited by age, disability or income, and those who are vulnerable due to lack of education or employment, mental illness or past problems.

Policies:

- Provide a community design that encourages social interaction as part of daily routine.
- Support community programs and events that are accessible, both physically and financially, to everyone.

Government Support: A policy and program framework that encourages government and the private sector to pursue actively and enthusiastically the goals and objectives of the comprehensive plan.

Objective: Consult the comprehensive plan regularly and use it as a basis for action and decision-making.

Policies:

- Rely on the plan as a guide for decisions involving zoning, work programs, development and expenditures.
- Establish a process for capital improvements planning and use it to implement the priorities of the comprehensive plan.
- Schedule implementation with an action plan that assigns a short list of specific actions to be completed by specific dates.
- Implement the Comprehensive Plan with short-term plans for target areas.
- Review and revise the comprehensive plan at least every ten years.

Objective: Engage others in implementing the plan.

Policies:

- Organize volunteers, use college interns, employ work-study students, and rely on a combination of public and private effort to accomplish plan objectives.
- Package specific projects as investment opportunities for private individuals or corporations.
- Use capital improvements planning to publicize and promote public spending priorities.
- Work more closely with other jurisdictions.

The Plan

Because Grinnell's physical growth will be governed largely by how easily utilities and street access can be provided to new areas, the accompanying plan map includes non-agriculture designations for nearly all area within and outside the corporate boundary that can be served by the existing sewer system. The map represents far more development than will likely occur in the next 20 years; by including all of it in the plan, the city will be prepared for whatever growth occurs and will know how to respond to the requests from landowners, buyers and developers. Because the city's policy is to have private developers pay for new streets and utility extensions, growth generally will be compact and contiguous to existing development.

Designations on the plan map emphasize building types more than land use in order to allow flexibility, and to protect neighborhood character and quality of life. They are:

- Agriculture – designates land outside of the city's sewer service area, where urban development is not recommended in the foreseeable future.
- Clustered Development – is applied to approximately 850 acres in large tracts of undeveloped land. Future development will be clustered on a specified percentage of the total property, allowing the remaining land to be used for farming, open space, environmental protection or recreation, and civic institutions. A plan for the entire parcel submitted prior to development is preferred. Although primarily residential, might include compatible business and institutional use.
- Residential – consists of single-family dwellings, duplexes, and where served by alleys, townhouses. Densities of up to 10 dwelling units per acre are allowed. The map shows approximately 240 acres of new residential development, for a citywide total of 1,860 acres.
- High-density Residential – allows for larger buildings primarily residential in use and character. Densities of up to 22 dwellings per acre will be allowed, depending on amenities for tenants, site plan and design. A shallow front yard is acceptable. Approximately 10 acres of new high-density residential development are designated on the map, for a total of nearly 90 acres.
- Mixed-Use – Buildings in mixed-use areas can accommodate a variety of activity, including commercial, residential, and compatible cottage industries. The total of 222 acres of mixed-use designation can be zoned for neighborhood commercial, highway commercial or general commercial. Neighborhood commercial zoning can be more restrictive to ensure its compatibility with residential use. Shallow or no yards are permissible except for buildings with residences on the ground floor.
- Central Business District – This 50-acre area allows for intense use such as is found currently in the downtown, characterized by attached buildings with no front or side yards. To maintain or increase density, a minimum of two stories in height is strongly encouraged through incentives and review. New buildings and changes to historic buildings in the CBD must meet the approval of the Historic Preservation Commission.
- Business Park – provides for large-scale buildings used for warehouse, manufacturing and offices, with related service and retail. This designation implies unified development with shared access (no individual drives connecting to the highway), coordinated signs, and landscaped set backs from the highway. More than a thousand acres of business park are shown on the plan map, including over 300 undeveloped acres north of the interstate. The 300 acres south of the interstate (currently outside the corporate limits) include two existing businesses as well as undeveloped land. Parking and loading areas will be to the side or back of the principal building(s).
- Heavy Industrial – Approximately 40 acres of heavy industrial land divided into small lots allows space for junk yards, cement mixing, car crushing and other businesses that

would likely have negative impact on neighboring uses and /or would require outdoor storage of supplies, equipment or product.

- Public/Semi-Public – includes schools, the hospital, government facilities and Grinnell College. Especially with regard to the college, this designation represents many different land uses. Churches also are included in this category, but not necessarily shown on the map where surrounded by another predominant use. Institutions are required to submit major changes that could affect residential neighbors for design and site plan review. The plan shows 415 acres of existing institutional designation. As new areas develop, prominent locations will be reserved for additional civic institutions.
- Parks – include lakes, the ball-diamond complex, the golf course and country club, parkland and the outdoor swimming pool.

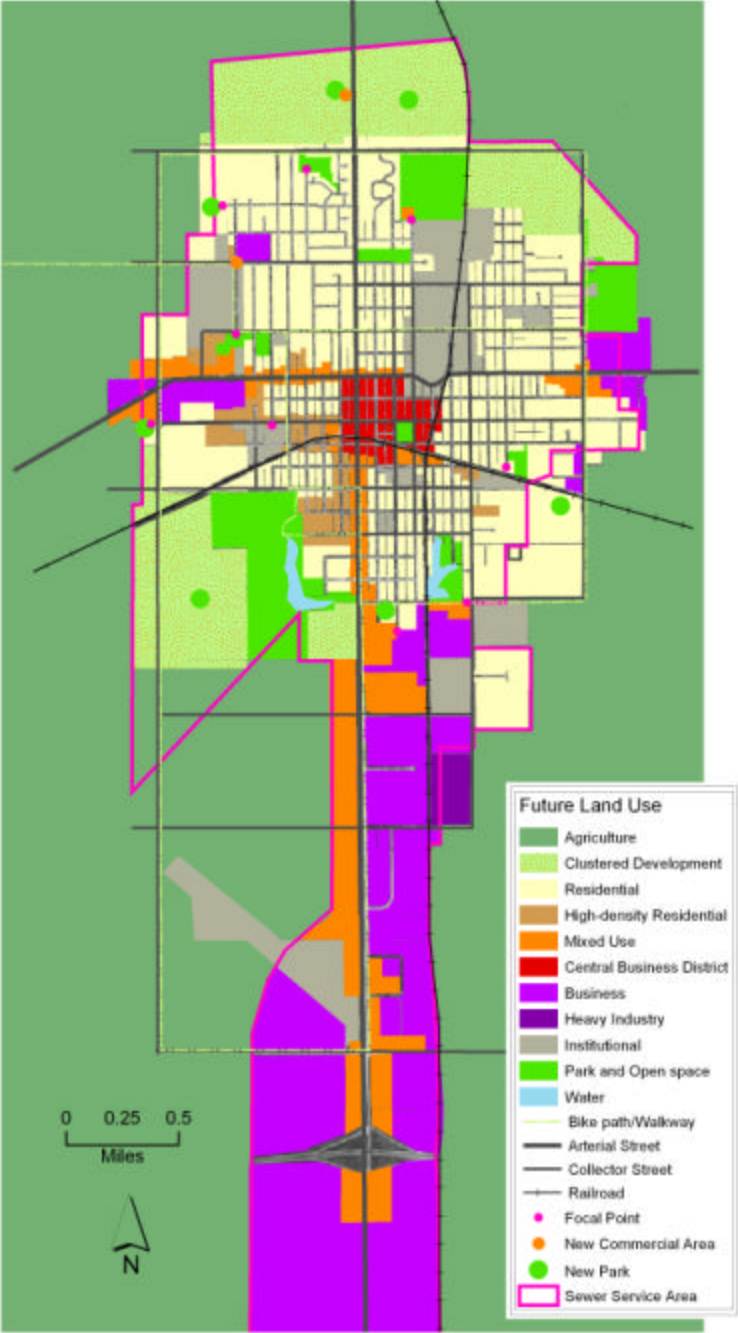
To maintain the character of the community, all uses in the residential and commercial zones will meet basic design and site plan requirements. In established neighborhoods, building dimensions will be limited to blend with existing homes. In neighborhoods that are valued for architecture of a particular type or era, the city will have design restrictions on infill and additions and will design infrastructure improvements to support their unique character.

Explanation of the Plan: The structure of Grinnell's neighborhoods varies from any standard model because of piecemeal development and evolution over the past 150 years. Currently, the majority of homes are within a mile of an elementary school. Because enrollment has declined in recent years, existing schools will need to serve expanding areas in the foreseeable future. Nearly all homes are within four blocks of a park or school playground and within a mile of recreation facilities; however, there are areas where this is not the case. Shopping and community services tend to be located along highways on the perimeter rather than in the center of neighborhoods. Most neighborhoods have a healthy mix of housing types and values. Many neighborhoods have a civic institution that serves as a defining element. Grinnell's neighborhoods are fairly well connected by a grid street pattern and, in most neighborhoods, short blocks. Generally, neighborhoods are bounded by railroad track or highway.

In addition to designating areas for future development, this plan identifies prominent locations for new civic institutions, other significant architecture or public art. It proposes street and bikeway/walkway connections between neighborhoods and joining public parks and facilities. The plan suggests locations for new parks as needed, and ways to maximize the benefit of existing parks. On the plan map, symbols indicating future focal points, streets, parks and commercial areas show generalized locations rather than particular properties.

The plan and map represent a vision for the future of Grinnell neighborhoods and are intended to be a guide for public and private investment. Land use designations show the city's intentions, but are subject to revision based on changing conditions and opportunities. The plan is not intended to commit future city councils to spend money or to act in other than what it believes to be the city's best interest.

Grinnell Future Land Use Plan



Arbor Lake Neighborhood: This neighborhood has more parkland and open space than any other part of Grinnell and is served by playgrounds at Arbor Lake Park and Thomazin Park. It has, however, no courts, ball fields, ball diamonds, indoor recreation facilities or significant public buildings. Highways and railroad tracks separate the Arbor Lake neighborhood from the rest of the community, the schools and recreation facilities. The stoplight at the First Avenue intersection is a start in creating safer, more convenient connections. Bikeways/walkways will encourage participation of Arbor Lake neighborhood residents in the broader community and enable the rest of the community's residents to more easily enjoy this neighborhood's parks and open space.

Access to the convenience store, restaurant and other businesses on Highway 146 will be improved with continuous sidewalk along the highway. A lane will connect Washington Street to the Hazelwood Cemetery drive using the existing bridge, which will be repaired. The lane will encourage people to pass through the park and park users to extend their hike into the cemetery. A path from Arbor Lake north to Thomazin Park will be designed and constructed.

A boathouse built near Arbor Lake would serve as a warming place for ice-skaters in the winter, a shelter for environmental or recreation programs in the summer and a focal point and gathering place year-round. Basketball courts and a softball diamond will be added to one of the neighborhood's parks.

The Arbor Lake neighborhood will offer a range of affordable homes from owner-occupied single-family to a large apartment complex on Washington Street.

Country Club Neighborhood: Although it requires membership, the Grinnell Country Club is the closest thing to a civic building in this neighborhood. It offers a restaurant/bar, meeting/party rooms, golf course and swimming pool. As the high point at the north end of a long view up Park Street, the country club has the opportunity to create a focal point for the neighborhood as well as an impressive entrance to its property.

Medium density near Highway 146 and 16th Avenue offers alternative types of housing. The deep yards fronting on the neighborhood's streets, including the highway, will accommodate sidewalk, making the area more pedestrian-friendly, encouraging neighborly contact and use of alternative transportation.

For both the country club neighborhood and the Northwest Neighborhood (described in the following), as growth extends north of Sixteenth Avenue into the valley, street connections from Sixteenth Avenue will be important for integrating the new development into the larger community. Prominent locations for civic buildings (e.g. places of worship, school) and playgrounds/small parks will be reserved prior to development. The topography will provide for interesting development as clustered development accommodates normal density and allows for open space along the creeks. Annexation will precede development.

College Neighborhood: The neighborhood surrounding the Grinnell College campus is pedestrian-friendly, with tree-lined streets in a grid pattern of short blocks and tight corners. It is dominated by mostly well-maintained pre-World War II single-family and two-family homes. High-density residential buildings include college dormitories and apartments in large houses and small apartment buildings near campus and the central business district.

The neighborhood is served by commercial use, recreation facilities, meeting spaces, events and significant architecture both at the college and in the central business district. Merrill Park and Central Park are very visible and accessible to the neighborhood, and the campus provides a generous amount of open space and public art.

A residents' association is organizing for the purpose of protecting this neighborhood. Through education, investment and advocacy, the association intends to maintain the character of the streetscape and the architectural integrity of the buildings. City cooperation and support of efforts to maintain the historic character will ensure that this neighborhood remains as comfortable for residents and attractive to visitors as it is today.

Even with a new traffic light at Park Street, Highway 6 presents somewhat of a barrier within the neighborhood. Additional improvements such as special paving will make the intersections feel safer to pedestrians and will signal highway drivers to slow down. The city will work with IDOT to improve traffic safety on Highway 6 and Highway 146.

Davis School Neighborhood: The Davis Elementary School neighborhood has shopping and employment opportunities in the central business district, along Highway 146 (including restaurants and a convenience store) and to the south. The prominent and historic Davis School is easily accessible to students and provides meeting space and playground for the neighborhood. The Mayflower Homes is a major employer, home to many residents and the primary developer of the neighborhood.

The secure, residential character of this neighborhood diminishes at the south end, but will be solidified with the paving of Garfield Avenue and proper treatment of Broad and Main Streets. Neighborhood appearance will be improved if the rear ends of big box retail stores that currently dominate views are buffered with landscape and/or masonry or other substantial walls. Broad Street ends at a high point that is visible as far away as the central business district. Creating a focal point here will define and provide closure for the neighborhood. If a traffic circle or a building is constructed on this site, Broad Street will curve around it to connect to the commercial area further south in such a way as to avoid becoming a thoroughfare for fast moving cars.

The Davis School neighborhood may need a small playground at the south end as development occurs. More importantly, a connection across the highway to Arbor Lake Park and a tunnel underneath the railroad to Miller Park and the middle school could add tremendously to the area's vitality and the residents' access to community facilities.

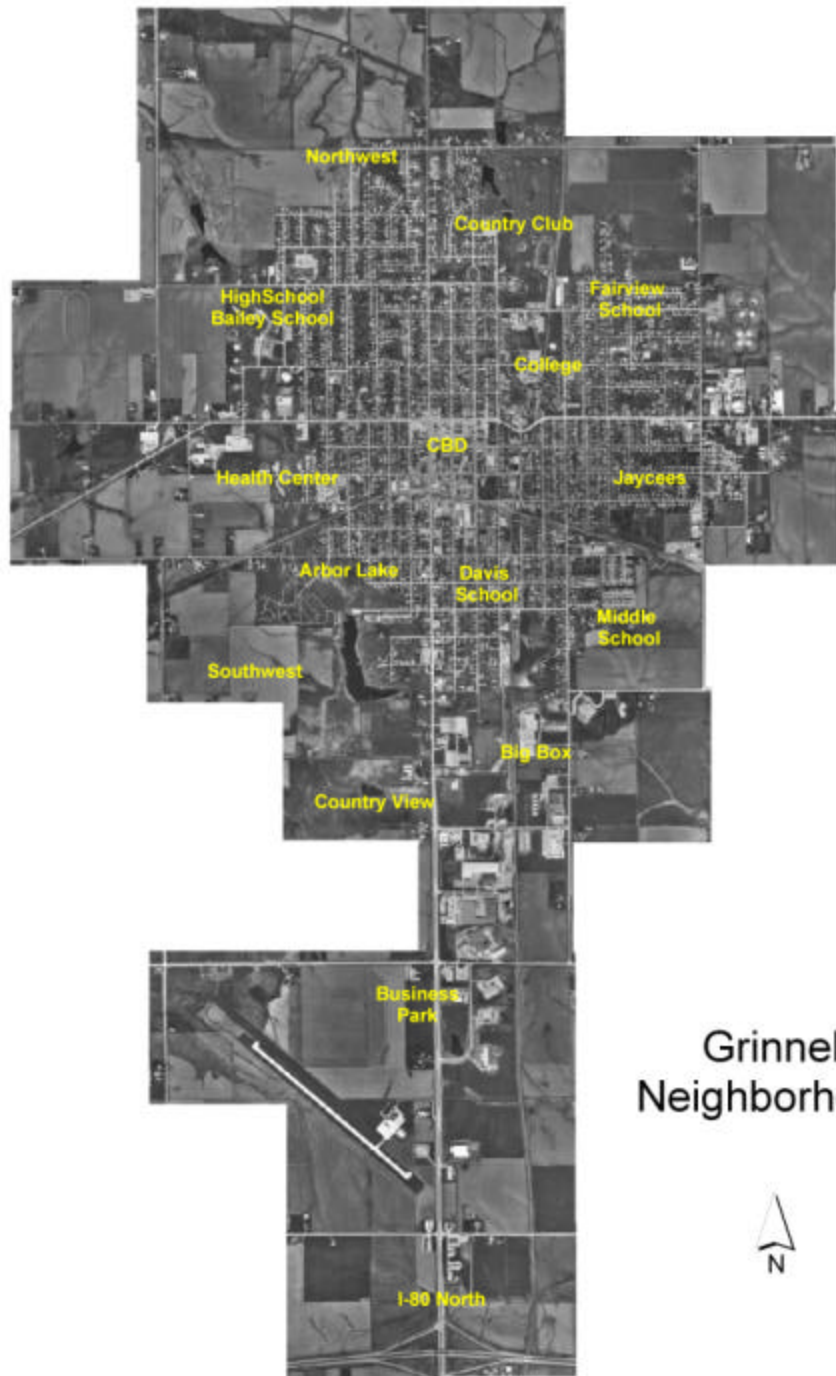
Fairview School: The location of two churches and Fairview Elementary School, this neighborhood of single-family ranch style homes has drawn increasing numbers of people from all over the community since the development of Ahrens Park, Grinnell Community Day Care, the GYBSA ball fields and Grinnell Area Recreation Center just east of Penrose Avenue. In addition to the concession stands that frequently operate at the ball diamonds in the spring and summer, Dairy Barn and Casey's on Highway 6 serve most of the neighborhood within easy walking distance. Commercial designation at the intersection of the highway and Penrose Avenue represents existing and potential business development.

Sidewalks on Tenth Avenue (and the other streets connecting with Penrose Avenue) will separate pedestrians, strollers, kids and dogs from cars in the streets. The sidewalk on Highway 6 will be extended beyond Penrose Street to serve the businesses and residences on the east end.

A century farm occupies the northeast corner of the neighborhood and is unlikely to be developed. With a new main between Hobart and Penrose Streets, city sewer could serve this area, so clustered development is shown on the plan map as an alternate use to agriculture.

Health Center Neighborhood: Grinnell Regional Medical Center is the prominent civic institution at the center of this neighborhood. In addition to health care, GRMC offers neighbors a restaurant, an exercise facility and volunteer opportunities. Several clinics and offices in the neighborhood provide additional employment and health care. At the east end of the neighborhood, a supermarket and the central business district offer retail and services.

Continuous sidewalks along Fourth Avenue are necessary to connect apartment dwellers at the west end with the rest of the neighborhood and community. North-south streets between GMRC and Ferguson Road are needed to link Fourth Avenue with First Avenue. In addition to serving vehicular traffic, these connections would make Thomazin Park and Arbor Lake Park within walking distance for most of the neighborhood. Even so, a new small park/playground could be needed to serve the west end once fully developed. The entire neighborhood is within a mile of Bailey Park School; a controlled crossing at Reed Street and Highway 6 would increase safety for children walking to the school and to recreation facilities on Eighth Avenue.



Grinnell Neighborhoods



High School/Bailey Park Neighborhood: This neighborhood includes a major employer, a number of civic spaces and buildings, and a mix of residential housing types. Impressive entrances will help to make the high school an attractive feature in the neighborhood. A focal point (public art or landscape) at the south end of Sunset Street will capture the long view from the north that now rests on the pool's mechanical building.

Vacant land is designated for high-density residential development, which can be supported by nearby facilities, streets and open space.

Jaycees Park: This affordable neighborhood of single-family homes has grown considerably with the expansion of St. Francis Manor complex. St. Francis Manor provides many services to its residents and employment opportunities, and could serve as a neighborhood center. A convenience store and food stand are within four blocks for most neighborhood residents.

Jaycees Park will be a greater asset when it is more visible to the neighborhood. If a gazebo or other focal point is located at the end of Summer Street, it will identify Jaycees Park as public space and attract people to it.

Middle School Neighborhood: The middle school and other employers draw many people to this neighborhood on weekdays. Miller Park is adjacent although not very visible to the neighborhood. Seizing opportunities to open up the view of the park from East Street will make the neighborhood more attractive to developers and new residents. It also will allow for better supervision of activity within the park, discouraging vandalism.

The middle school is a prominent civic institution within this neighborhood of various housing types and densities and can serve the residents with its recreation and meeting facilities. Particularly in this neighborhood where many children are walking to and from school, collector and local streets need to be safe and kid-friendly, making continuous sidewalk here a worthy goal.

Development of 70 acres of farmland north of Garfield Avenue will require a lift station near the intersection of Penrose Avenue and the railroad tracks.

Northwest Neighborhood: Quality new homes are the norm in this relatively new neighborhood. It is a quiet area of almost exclusively owner-occupied residences. If developed, the south entrance to Van Horn Park will become a neighborhood focal point, culminating the long view up Spencer Street. Creating an inviting entrance and adding to this underutilized public park with a path, places to sit, and recreational opportunities will make it a viable community space and asset to the entire neighborhood. Installation of sidewalks on existing streets that have none will offer safe places to walk, play and socialize. Incorporating compatible uses (in addition to single-family residential) into the northwest neighborhood will make it more vital.

Development to the north of Sixteenth Avenue will be as described for the country club neighborhood.

Southwest Neighborhood: West of Arbor Lake Park and Hazelwood Cemetery is farmland that has the potential to develop into an attractive new neighborhood.

Central Business District: The central business district (CBD) will continue to be the hub of the community and vital to the community's identity. Historically, it has been the community's business, service and social center; geographically, it has been at the center of the residential neighborhoods. City regulations will support preservation of this historic district, an increase in housing, and functional and aesthetic improvements in infrastructure, encouraging density of buildings, businesses and population in the CBD.

As shopping patterns change, the CBD must reinvent itself to remain vital. With increasing competition from malls, catalog and Internet shopping, downtown buildings will need to accommodate mixed use. Downtown retailers and services will have a presence on the web to draw shoppers to their stores. Regularly scheduled hours of operation and events (e.g. Farmer's

Market on Thursday afternoons) will make visits to the CBD habit-forming for residents and visitors.

Reconverting the one-way streets to two-ways would make the downtown more inviting to visitors and accessible to shoppers. The overly wide Broad Street, which gives downtown an empty look even when parking spaces are filled on both sides, could be narrowed to two travel lanes by either increasing the width of the sidewalks, re-establishing a parkway on the west side, or by installing tree islands or a boulevard in the center of the street. More shade, bike racks, sidewalk tables and seating on CBD streets would encourage the public to visit and linger. Parking lots in the CBD would be shopper-friendly with shade trees, other landscaping and low masonry walls at the entrances that double as seating.

A building currently under construction at the west end of Commercial Street will enclose and revitalize that street. The attractive street lighting in the core of the downtown extended to the edges would unify the entire CBD.

New spaces for the library and safety programs will contribute to the importance of the central business district. Prominent locations and significant architecture for these civic institutions will be a source of community pride and an effective economic development strategy, as it will cause excitement, instill confidence in the future and, as a result, encourage private investment. Maximizing the use and visual presence of existing community facilities in the CBD will get the best return on the community's continuing investment in them.

Highway 146S Corridor: Since the construction of Interstate 80 four decades ago, the Highway 146 corridor has been the prime location for new business development. The corridor will become an enticing entrance to Grinnell through public and private collaboration.. Volunteer efforts to landscape the entrance to Grinnell will be continued by sub-dividers and private developers as specified in the city ordinances, with the desired result being a landscaped parkway leading into town. New streetlights near the interchange will be extended north, connecting with the downtown streetlights near Marvin Avenue, where there is a significant change in land use and architecture. A sidewalk/bike path along the highway, connecting the north part of Grinnell to shopping and employment, will add to the developed look of the corridor as well as provide for safe alternative transportation.

The Highway 146S corridor is divided into several designations on the neighborhood map, as described below:

Big Box: The big box area of Grinnell includes several large retail buildings, service buildings, industrial uses and the 4-H grounds. It is different from the rest of the area designated for business park because of its proximity to residences, Miller Park and the middle school, and because it attracts shoppers in addition to employees. Consequently, connections to adjoining neighborhoods will have to be safe and efficient, without being disruptive. A common entrance onto Highway 146 for employees and shoppers possibly will justify a traffic light, providing organized and controlled access. New street in the interior of this neighborhood, extending north from Ogan Avenue, will create locations for additional businesses, provide residents with options for easier access and keep Highway 146 traffic flowing freely. Sidewalk and bike paths will serve non-drivers who want to work or shop here. Extension of Broad Street from the Davis School neighborhood to this commercial area will provide useful access, if the amount and speed of traffic is controlled.

Country View: Land south of Arbor Lake will provide 30 acres for development of a residential neighborhood close to employment, shopping and the interstate. A 500-foot strip extending south along the west side of Highway 146 will develop with mixed use in a manner that preserves and capitalizes on the views to the west. Currently outside the corporate limits, this area will be annexed prior to development.

Business Park: Through Grinnell's economic development efforts, recently subdivided sites in the industrial park have been quickly occupied by new or expanding businesses during the good economic times of the last decade. The future land use map designates over 500

undeveloped acres for Business Park, bringing the total to more than 1,000 acres. Offering smaller lots and opportunity for subdivision of existing large lots, and encouraging shared drives and parking in the future will make land and dollars invested in infrastructure go farther by increasing the number of businesses and jobs per acre.

Heavy Industrial: A lift station at Pinder Avenue will be needed to serve the area east of the railroad tracks designated for heavy industries and similar businesses. Small (e.g., one or two acre) lots will accommodate small businesses or be combined by larger enterprises as needed.

Interchange North: Exciting plans are proposed for property directly to the north of the Interstate 80 interchange. The creek will be retained and serve as a defining feature for the area. A new east-west street will provide access to a combination of travel-oriented retail, service and industrial sites. As this area develops, connections between the new street and Stagecoach Road will provide better circulation and allow for additional lots.

Interchange South: Although the corporate boundary ends north of Interstate 80, city sewer service extends approximately 4,300 feet south of the interstate to serve one of the city's biggest employers. Recent residential and commercial developments in this area draw attention to the need for annexation.

Recommended Actions

Recommended actions on the following pages are grouped into three categories that describe how the city gets things done: 1) regulation (ordinance changes), 2) capital expenditures (major cash outlays that do not recur often), and 3) work program (staff/officials' time and annual budget items).

Regulation:

- Zoning ordinance changes that:
 1. Promote the use of porches and a high ratio of openings (doors and windows, not garages) in the façade(s) of residential and commercial buildings that face the street;
 2. Promote location of parking and loading facilities in side yards and rear yards;
 3. Promote a two-story minimum construction in the central business district zone, built to front and side lot lines, to increase density of the district;
 4. Allow for compatible home occupations, encourage appropriate increases in density and a mix of housing types, and maximize opportunities to live within walking distance of shopping and employment (e.g. by allowing commercial uses in planned unit developments);
 5. Establish acceptable standards and workable regulations to preserve the character of neighborhoods;
 6. Put conditions on the development of new public/semi-public uses currently allowed to locate in R1 through C zones to encourage compatibility with surrounding neighborhoods;
 7. Review and update the zoning ordinance and map to be consistent with the comprehensive plan.
- Subdivision ordinance changes that:
 1. Establish regulations that require developers to preserve and protect farmland, steep slopes and other sensitive environmental areas through use of appropriate design and construction techniques;
 2. Encourage the use of alleys to provide access to garages on narrow lots;
 3. Reinstate a storm water detention ordinance that limits the amount of runoff resulting from new development;
 4. For subdivisions outside the corporate limits but within two miles, require a plat of the entire parcel from which the lot(s) are to be subdivided, and continue to require that new development connects to city sewer and meets the other provisions of the subdivision ordinance.
- Changes in other ordinances (or changes that need to be reflected in more than one ordinance) that:
 1. Require that public and private light fixtures and lighted advertising signs direct light downwards;
 2. Omit or modify regulations that require excess consumption of land;
 3. Revise the sign and landscape ordinances to reflect policies of the new comprehensive plan;
 4. Establish standards and a process for site plan review of proposed development;
 5. Require Historic Preservation Commission review of building changes in historic areas, based on standards developed to encourage preservation of historic buildings.

Capital Improvements:

- Transportation improvements:
 1. Work with adjoining property owners to reduce excessive driveways connecting to highways;

2. Prepare and implement a master plan for the Highway 146S corridor that includes bike paths/sidewalks connecting to adjoining businesses, and a shared access to Hwy 146S serving east side uses between Garfield and Ogan Avenues;
3. Plan and implement a streetscape and parking lot design for the central business district;
4. Install connecting segments where there are gaps in the sidewalk system, and accelerate street/sidewalk maintenance, including curb replacement;
5. Design and construct bike/pedestrian paths that connect all schools and parks, and other paths for recreational use;
- Parks improvements:
 - Prepare and implement a master park plan, which defines the purpose and function of each park and provides recommendations for specialized use where appropriate, and landscape/site plans for the individual parks.
- Facility improvements:
 1. Prepare a master plan for facilities to determine the best use(s) for each facility and optimal organization of uses within them, and to set goals for revenue and expenses.
 2. Provide adequate space for the safety and library programs;
- Sewer and water improvements:
 1. Construct a lift station at RR and Penrose Street;
 2. Continue with scheduled improvements and needed repairs to storm sewer, sanitary sewer and water systems.
 3. Create a storm water utility.

Work Program:

- Community investment:
 1. Have a public meeting yearly to set priorities for the city's capital improvements, and subsequently prepare a capital improvements plan to direct the allocation of capital funds;
 2. Make tax abatement or direct city investment in new construction and improvements contingent on meeting established criteria based on community design goals, objectives and policies laid out in the comprehensive plan;
 3. Enlist the Grinnell Board of Realtors' help in marketing public building spaces for rent;
 4. Prepare neighborhood street plan concepts in advance of development to ensure good circulation patterns;
- Environmental action:
 1. Continue participation in the Tree City USA program, support other tree-planting efforts and provide adequate budget and personnel for proper tree care;
 2. Actively encourage alternatives to burning leaves through public relations efforts and education;
 3. Promote Toxic Clean-up Day through public relations efforts and education;
 4. Continue to investigate alternative energy sources for Grinnell;
 5. Implement improvements that will raise the water quality of Lake Nyanza and Arbor Lake, initially assisting with the Arbor Watershed Project and following-up with maintenance and expansion of the improvements as necessary;
 6. Prepare neighborhood plans for undeveloped land within the sewer service area;
- Housing:
 1. Continue to apply for rehab grants as needed to assist low-income owners and renters;
 2. Provide technical assistance and continue to provide financial incentives (e.g. tax abatement) for housing rehabilitation to encourage maintenance of existing housing stock and historic preservation;
 3. Purchase properties with dilapidated housing (or other principle structures) and clear the sites for resale;

4. Identify and promote opportunities to add housing to underutilized buildings, and to combine housing with other compatible uses in new buildings;
 5. Investigate the feasibility of a rental housing inspection program;
 6. Provide residents and builders with information that promotes energy conservation practices, and advise building permit applicants of ways to increase energy efficiency in the design of their buildings.
- Relationship with Poweshiek County:
 1. Annex properties abutting Highway 146 or the I-80 interchange that either are developed or are likely to develop with urban uses;
 2. Clarify with Poweshiek County the definition of a subdivision, and reach an agreement that the county will not permit development near Grinnell's corporate boundary without city endorsement;
 3. Promote Poweshiek County's program for filling abandoned cisterns and unused wells.